

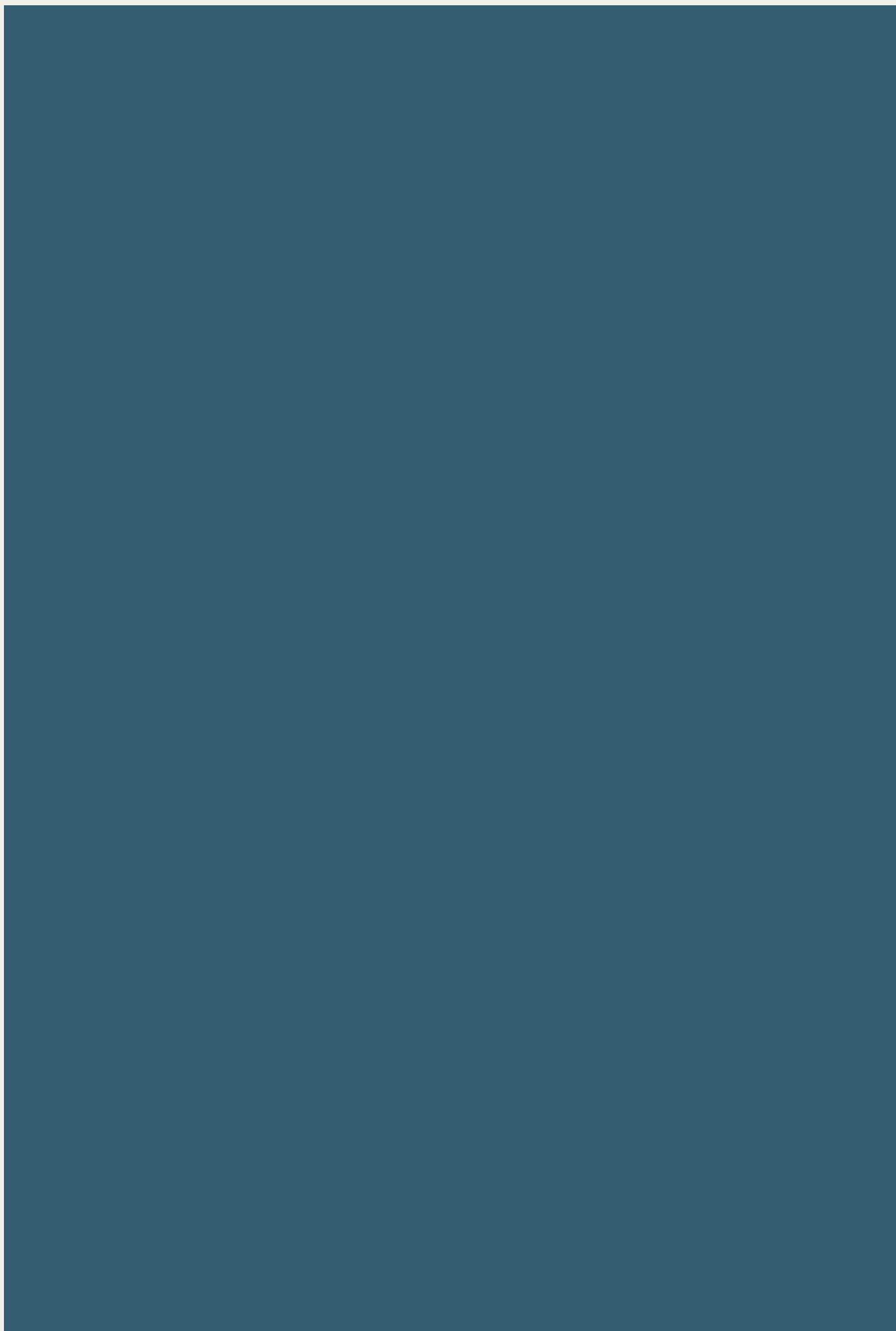
# Innovative Actions



Regional  
Innovation  
Excellence  
in Greece

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To innovate  
is to make progress ...

... and Greece can claim  
real success stories  
in its regions.

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# Foreword

**"K**nowledge Clusters", the Regional Program of Innovative Actions in Western Macedonia, is a worthy endeavour to knowledge-based society. The main efforts of the programme focus upon the following principles:

- Re-conversion of the traditional cost-based clusters into knowledge-based clusters
- Development of new clusters based on the creation and accumulation of knowledge
- Improvement of the competitiveness of regional S.M.E's clusters, through horizontal pilot actions that significantly assist and sustain the clusters efforts.

These directions have the capacity to strengthen the creativity and productivity and boost the regional entrepreneurship towards a brighter future. In that sense, «Knowledge Clusters» is even more important, as it will pave the way for other regional attempts to overcome the structural deficit of an Objective 1 Region and secure its sustainable development.

As these efforts are more or less also undertaken by all the other Greek Regions, we consider it very important to broaden our horizons, by providing a collection of short description of all these Innovative Actions in our country. This pool of examples, covering a wide spectrum of strategies and pilot actions, will provide the Coordinators of the Actions of our Program with further ideas and concepts, but, at the same time, it will give the Greek Regions the opportunity to know more about the various Innovative Programs.

Thus, I hope that this publication will contribute towards the increase of knowledge for all actors involved in the Innovation process and that this will provide a new perspective for the regional economies and serve as an example for further future interventions in other sectors and fields of activity.

**Andreas Leoudis**

General Secretary - Region of Dytiki Makedonia



# Editorial



I would like to welcome you to Regional Innovation Excellence in Greece – the first publication that brings together all the thirteen approved regional programmes of innovative actions and presents their achievements to date. In the following pages you will find that programmes are introduced under three themes although it is true that we do them an injustice by suggesting they only work with one of these themes!

All the programmes have been gathered into a portfolio: A collection that would be incomplete if any of them were missing. Reading through the following pages, I hope you will be able to see the interrelations and dependencies between the different programmes. Small steps in themselves, each programme provide a vital contribution to an effort that has put the regions at the forefront of developing integrated economic, environmental and social actions. Innovation is and will remain in the future our guiding principle.

The goals of the Greek Regional Programmes and its Innovative Actions are as varied and interesting as the country: A country that includes extremes from the most remote islands to some of Europe's fastest developing cities. One of the great strengths of the Regional Programmes of Innovative Actions is that they allow us to see beyond such obvious differences to the underlying challenges and opportunities that unite Greece. They allow partners to cooperate as equals in the development of the regions and recognise that many of the problems they face can only be addressed effectively through joint action. The Regional Programmes of Innovative Actions provides an effective framework and their actions are a clear demonstration of the effectiveness of this approach.

This publication, however, only has space for a brief summary of the programmes. Those who want to know more should visit the individual programme web sites where they will find much more information and contact details for every programme and action.

Personally, I am proud of all programmes and the innovative solutions they are finding to problems that concern us all. I am convinced that you will enjoy reading about the work of the Greek regions. I hope also that you will be inspired to spread the word about their results and support them in the future so that every region of Europe can benefit.

**Christos Bezirtzoglou**

Co-ordinator for Greece 2004-2005

European Commission

Regional Programmes of Innovative Actions



# Chapter 1

## The EU strategy for Innovation

As Europe continues its quest to remain a competitive player on the world stage, the investment in the renewal of capacity and capabilities becomes evermore important. The heralded knowledge society has not reached all Europeans in an equal manner, neither have the benefits been reaped by all. Regional disparities have continued to grow in most European countries and the differences can be particularly acute between the great European cities and those areas that are remote, suffering from the decline of traditional industries or predominantly rural.

It is unlikely that economic prosperity can be pursued in isolation from other policies. The European approach to sustainable development, set out in the Lisbon - Gothenburg strategy, aims to work towards achieving a "...development model by focusing on competitiveness, jobs and solidarity between regions and between generations."<sup>1</sup> Measures that help re-address imbalances between regions are thus seen to benefit Europe as a whole.

It is against this backdrop that this publication seeks to assess the longer-term impact of the then - ground breaking concept of developing regional strategies to promote innovation in regions that were at risk of being left behind.

### 1.1 The Lisbon Strategy<sup>2</sup>

In March 2000 the Lisbon Council launched the EU's decade long strategy for economic, social and environmental renewal. The objective is to make by 2010 the EU "the most dynamic and competitive knowledge based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion."

The Lisbon strategy involves a comprehensive, coherent and mutually reinforcing set of actions designed to transform the performance of the EU and

<sup>(1)</sup>  
Romano Prodi, First President of the European Commission circa EU-25, European Parliament, Strasbourg, 5 May 2004

<sup>(2)</sup>  
Website for information:  
[http://europa.eu.int/comm/lisbon\\_strategy/index\\_en.html](http://europa.eu.int/comm/lisbon_strategy/index_en.html)

deliver sustainable development. It aims at improving conditions for high non-inflationary growth by targeting actions such as reforms of labour, service, and product markets; promoting investment in knowledge and innovation; actions to curb environmental pressures and preserve natural resources; and reinforcing the interaction between the Lisbon strategy and macro economic policies.

Progress on the Lisbon targets are reviewed every year at the Spring Council with a set of 42 structural indicators covering areas such as general economic background, employment, innovation and research, economic reform, social cohesion and environment.

The Structural Funds are geared to bring improvements in competitiveness and quality of life by supporting investments in the assisted regions. The structural funds in many regions support the implementation of the Lisbon strategy through the investments financed.

## 1.2 The Sustainable Development Strategy<sup>3</sup>

The concept of sustainable development refers to a form of economic growth which satisfies society's needs in terms of well-being in the short, medium and - above all - long term. It is founded on the assumption that development must meet today's needs without jeopardizing the prospects for growth of future generations.

The principle of integrating environmental concerns into the formulation and implementation of other policies, which is essential if we are to achieve sustainable development, was confirmed in the Maastricht Treaty.

The European Union strategy for sustainable development was adopted in the Gothenburg European Council in June 2001.

## 1.3 The regional dimension

At the dawn of the third millennium, the European Union's regions are facing major new challenges. Competition among firms has grown greatly in the wake of world trade liberalization. Firms establish themselves wherever they find the best conditions to increase their competitiveness (high-quality infrastructure and services, skilled workers). The least prepared regions must be helped to secure infrastructure and modern and efficient services which can make them more attractive.

The technological revolution and the information society require businesses and citizens in the Union to very rapidly adapt to a constantly changing situation. If they are to do so, the inhabitants of all the regions must be able to access the most advanced know-how through telecommunications networks, innovation and high-quality training.

The intensification of competition, the globalization of the economy and the growing dynamism in the area of innovation are core topics in today's political discussions. It is the case that the globalization of the economy goes hand in hand with the increasing significance of regional and local activities.

There is every reason to believe that the success of an innovation result stems from the interplay between global and local processes. The competitiveness of a region itself depends to an increasing degree on its capacity for innovation. Successful regions understand how to link intelligently local and regional protagonists such as enterprises, universities, research institutions, associa-

(<sup>3</sup>)

Website for information:  
[http://europa.eu.int/comm/press\\_room/presspacks/sustdev/index\\_en.htm](http://europa.eu.int/comm/press_room/presspacks/sustdev/index_en.htm)

tions, politics and administration in order to bundle the know-how distributed amongst individuals and to propagate and transfer it into new products, processes and services.

Why does EU promote regional programmes? Simply because in the increasingly knowledge-based economy, innovation holds the key to regional competitiveness

## 1.4 Directorate General for Regional Policy<sup>4</sup>

The European Union's regional policy is based on financial solidarity inasmuch as part of Member States' contributions to the Community budget goes to the less prosperous regions and social groups. For the 2000-2006 period, these transfers will account for one third of the Community budget, or €213 billion.

The Structural Funds concentrate on clearly defined priorities:

- 70% of the funding goes to regions whose development is lagging behind. They are home to 22% of the population of the Union (Objective 1);
- 11.5% of the funding assists economic and social conversion in areas experiencing structural difficulties. 18% of the population of the Union lives in such areas (Objective 2);
- 12.3% of the funding promotes the modernisation of training systems and the creation of employment (Objective 3) outside the Objective 1 regions where such measures form part of the strategies for catching up.

There are also four Community Initiatives seeking common solutions to specific problems. They spend 5.35% of the funding for the Structural Funds on:

- cross-border, transnational and interregional cooperation (Interreg III);
- sustainable development of cities and declining urban areas (Urban II);
- rural development through local initiatives (Leader +);
- combating inequalities and discrimination in access to the labour market (Equal).

There is a special allocation of funds for the adjustment of fisheries structures outside the Objective 1 regions (0.5%).

There are also provisions for innovative actions to promote and experiment with new ideas on development (0.51%).

The role of the European Union is not merely limited to financial contributions. Through its regional policy, the Community takes its own view on development work planned at local level. Where necessary, it complements the internal market and economic and monetary union.

It was essential for Member States and regions to recognise that it was in their interest to take their future into their own hands and manage themselves the funds provided by the Union. Now the main responsibility for the management and supervision of expenditure will be theirs; the Commission will intervene only to check that effective audit systems are in place.

The European Union aims at capitalizing on its diversity whilst promoting the coordination and dissemination of good practice.

<sup>(4)</sup>  
Website for information:  
[http://europa.eu.int/comm/regional\\_  
policy/index\\_en.htm](http://europa.eu.int/comm/regional_policy/index_en.htm)

## 1.5 Regional Programmes of Innovative Actions

The new European Regional Development Fund (ERDF) Innovative Actions aim to enhance innovation activities in all EU-15 regions as well as their use of new information and communication technologies. The Innovative Actions focus on three strategic themes:

- development of the regional economy based on knowledge and technological innovation in order to help the regions develop their competitive assets
- information society serving regional development in order to contribute to the opening-up of the regions by reducing their handicaps and developing their assets
- regional identity and sustainable development in order to raise the standard of living and working environment of inhabitants as well as to promote the integration of the SMEs in the market

All EU-15 NUTS level 2 regions were eligible to submit programme proposals, focusing on a single strategic theme or on a combination of them. EU contribution per regional programme ranges from € 300,000 to € 3 million. The ERDF co-funding rate varies from 80 % in Objective 1 regions to 50 % in all other areas.

Key issues are the innovativeness of the proposal for the region and the transferability of the results to the mainstream programmes.

In addition to the regional programmes, three networks, one on each theme, have been launched to foster co-operation between regions and share experiences and good practices.

## 1.6 Innovative Actions contribution to Lisbon and Gothenburg

As shown by the European Innovation Scoreboard of November 2003, the innovation gap is currently deepening within and outside the EU. For the regions, the programmes of innovative actions have been catalysts and laboratories for experimentation to examine how their future regional planning can be re-oriented to fulfil the Lisbon and Gothenburg objectives. For the least-developed regions it has been particularly important that they should have an opportunity to experiment in the three strategic themes on offer which are traditionally under-funded in comparison to other types of needs such as those concerned with infrastructure. It is vital that regions do not succeed in closing the cohesion gap only to see the technology gap widening.

In some regions, particularly the less favoured ones, this discussion between regional stakeholders on a strategic approach to innovation issues took place for the first time as few regions had clear innovation policies at that stage. This has helped the regions develop a coherent approach to innovation and sustainable development as horizontal priorities underpinning all areas of activity that will secure the long-term competitiveness of the region.

## 1.7 Innovative Actions contribution to good governance

One of the most interesting features of the Regional Programmes of Innovative Actions is the fact that they have been designed and managed directly by the regions without any national implication in the decision-making process. Regional governments have taken full responsibility for improving conditions crucial for

their future competitiveness. This responsibility has been taken by regional governments in cooperation with their local stakeholders.

To prepare their proposal, most regions launched a preliminary consultation with key regional stakeholders – public and private – on what should be the priority actions to be supported to foster innovation, information society or sustainable development in the region. Once their programme had been selected, most regions set in place not only a steering committee with all these key stakeholders but also working groups on specific issues. Indeed, good governance appears as a strong success factor of Regional Innovative Actions Programmes.

It has been encouraging seeing the commitments to and the financial participation of the private sector in such programmes which are, by nature, strategic and policy-making instruments.

## 1.8 Definitions of Innovation

The term “innovation” relates both to a process and its result. Innovation is the transformation of an idea in a marketable product or service, functional method of production or distribution – new or improved – or even a new method for supplying services.

When innovation relates to process, the emphasis is given in the way the innovation is invented and produced, in the various stages which lead to the innovation (creativity, marketing, research and development, planning, production and distribution) and to their interdependence. It is not a linear process with clearly delimited phases, but a system of interactions and “reversible movements” between various operations and various factors, through which, the experience, the knowledge and the know-how are strengthened and enriched mutually. This explains the continuously greater importance attributed to the mechanisms of interactions in the enterprise (collaboration between various units, workers participation in the organisational innovation), and in the networks that connect the enterprise with its environment (other enterprises, services of support, centres of know-how, inquiring laboratories etc.). The connection with the users, the evaluation of expressed demand, the reliable market’s forecast and society needs have also equally great – if not greater – importance with the excellent knowledge of technologies.

When innovation relates to result, the importance falls in the new product, method or service. In this way we distinguish the radical innovation and the incremental innovation, which alters, with progressive improvements, the products, the methods or the services.

The appearance of new products, methods or services may concern all fields of activities, traditional or high technology, public or commercial, industrial, agricultural or tertiary. Innovation may also concern the services of common interest or public benefit: public health, administrative processes, organisation of postal services or public education. Innovation is not necessarily synonymous to (high) technology, despite the fact that it makes its appearance more often in the industrial equipment, the materials, the software (incorporated technology) and the methods. A considerable amount of innovations results from new combinations of well known elements or from new usages or even, from the creativity in the products’ design.

Innovation was defined by the European Commission 1995 Green Paper on innovation as being the “renewal and enlargement of the range of products and



services and the associated markets, the establishment of new methods of production, supply and distribution, the introduction of changes in management, work organisation, and the working conditions and skills of the workforce”.

Innovation is not therefore a self-contained linear process, but involves a number of actors such as businesses, research centres and political decision-makers. It also requires the creation of synergies between different policies, such as enterprise policy, training policy and RTD policy. In addition, incorporating innovation into the EU's different policies would help strengthen companies, which are at the core of the innovation process. Successful cooperation with other companies and the public authorities calls for the creation of “clusters”, which are geographic concentrations of complementary, interdependent, but yet competing enterprises.

Much scientific and technological knowledge – i.e. systematic and applicable codified knowledge – is produced through R&D and can lead to innovation. However, innovation can also flow from other tacit types of knowledge and cognitive abilities stored or residing in individuals, groups or organisations, and from the activities they undertake. These, together with codified knowledge, are described by the term intellectual capital. Intellectual capital can be increased through research, training, networking and other learning, creative and knowledge exchange processes. Invention – the novel, non-obvious creation of knowledge – can equally well result from experimentation as from deliberate R&D. The still broader notion of intangible capital, includes all further forms of capital not embodied in matter such as the value of networks, access to markets, marketing strategies, management techniques, organisational structures, and various types of social capital. All of these can constitute important potential investment targets and sources of innovation, and, for the most part, lie outside the traditional remit of R&D.

Innovation is the outcome of different proximities, such as geographical, relationships, technological, infrastructure and social capital.

# Chapter 2

## The Regional Strategies for Innovation

The main EU initiatives to encourage regional innovation strategies players, since 1994, per programming period, including a break-down for Greece, are depicted in the following table:

	Programming Period	Project-based (No of projects)	Programme-based (No of regions)	Data for Greece (No of regions)
<b>DG Regional Policy</b>				
Article 10 family <sup>(5)</sup>				
RTP	1994-1999	6		1
RTT	1994-1999	6		2
RIS	1994-1999	24		3
RIS +	1994-1999	25		4
IRISI	1994-1999		(6) <sup>(6)</sup>	1
RISI 1	1994-1999	14		1
RISI 2	1994-1999	7		4
RISI +	1994-1999	13		-
PRAI family	2000-2006		139 <sup>(7)</sup>	13
<b>DG Employment</b>				
Article 6 family <sup>(8)</sup>	1994-1999 2000-2006	248 120		12 <sup>(9)</sup>
<b>DG Enterprise<sup>(10)</sup></b>				
RITTS	1994-1999	49		3
TRIP	1994-1999	40		1
RIS-NAC	2000-2006	16		4 <sup>(11)</sup>
<b>DG Research</b>				
Know REG <sup>(12)</sup>	2000-2006	14		4

<sup>(5)</sup>  
Website for information:  
[http://europa.eu.int/comm/regional\\_policy/innovation/innovating/index\\_en.htm](http://europa.eu.int/comm/regional_policy/innovation/innovating/index_en.htm)

<sup>(6)</sup>  
1 project involving 6 regions

<sup>(7)</sup>  
as of October 2004

<sup>(8)</sup>  
Website for information:  
[http://europa.eu.int/comm/employment\\_social/esf2000/article\\_6-en.htm](http://europa.eu.int/comm/employment_social/esf2000/article_6-en.htm)

<sup>(9)</sup>  
7 regional projects + 5 transnational projects with Greek project promoter

<sup>(10)</sup>  
Website for information:  
<http://europa.eu.int/comm/enterprise/innovation/index.htm>

<sup>(11)</sup>  
Acting as mentors

<sup>(12)</sup>  
Website for information:  
Website for information: <http://cordis.europa.eu.int/era/regions.htm>

From the above data we can distinguish the two generations of thinking: The mono-theme project approach and the multi-theme holistic programme approach. The 2000-2006 ERDF innovative actions have been the pioneers in adopting the new programme-based approach to innovation, where the regions have chosen the projects to be funded. In addition the application and selection process has been simplified.

The programme approach was the outcome of the evaluation of the 1994-1996 series of innovative projects, whereas the following lessons have been learned:

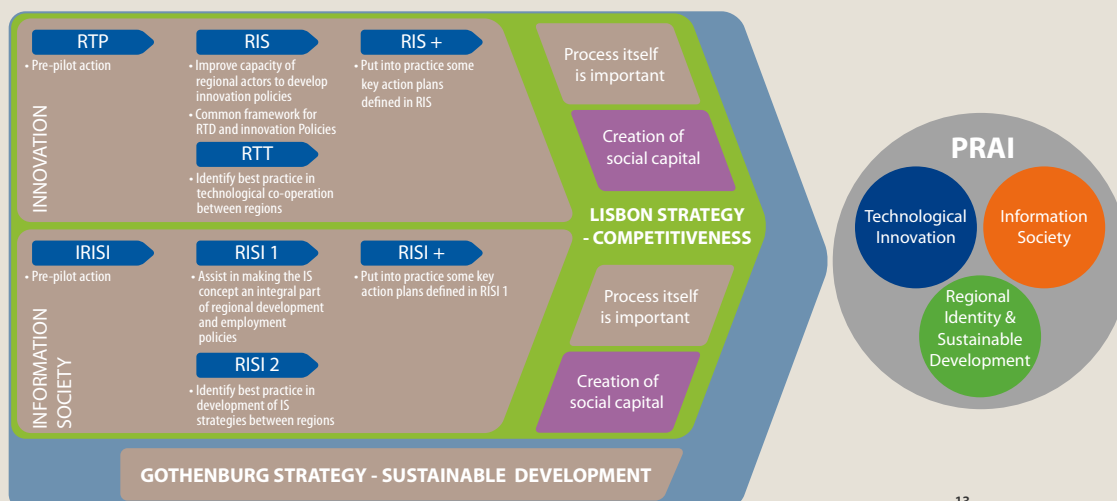
- Need for strong local political support and regional leadership
- Need for bottom-up and demand-driven approach
- Need for strengthening of social capital (quality of regional partnerships)
- Need for establishment of long term vision and strategic approach
- Need for multidisciplinary and integrated vision of innovation
- Need for intra- & inter-regional networking (exchange of good practices)

## 2.1 DG Regional Policy: From projects to programmes<sup>13</sup>

During the first programming period of 1994-1999 DG Regional Policy Article 10 projects had distinct goals in specific areas, such as technological innovation (RTT, RTP, RIS, RIS+) and information society (IRISI, RISI 1, RISI 2, RISI+).

In the second programming period of 2000-2006, the Regional Programmes of Innovative Actions (PRAI) aimed at the integration of the previous experiments (under the themes of technology innovation & regional information society) in addition to the introduction of the emerging theme of sustainable development, to create a novel wider approach to regional development.

The following figure graphically depicts the above:



Finally under the umbrella of the ECOS - Ouverture<sup>14</sup> (Inter-regional co-operation between local authorities in the European Union and Central and Eastern Europe 1997- 2002) and Recite II projects, there was also a series of projects dealing with regional innovation strategies.

(<sup>13</sup>)

Website for information:  
[http://europa.eu.int/comm/regional\\_policy/innovation/innovating/index\\_en.htm](http://europa.eu.int/comm/regional_policy/innovation/innovating/index_en.htm)

(<sup>14</sup>)

Website for information:  
[http://europa.eu.int/comm/regional\\_policy/innovation/innovating/ecos.htm](http://europa.eu.int/comm/regional_policy/innovation/innovating/ecos.htm)

*Within the framework of innovative actions 2000-2006, under the theme 'Regional economies based on knowledge and innovation' almost 60% of regions applied for undertaking regional innovation strategies or further develop and deepen activities often based on the experience gained with the RIS, RIS+, or RITTS.*

### 2.1.1 The RIS family (RTT, RTP, RIS, RIS+)

Regional Innovation Strategies (RIS) and inter-Regional Technology Transfer projects (RTTs) aimed at improving the innovation performance in regions covered by the four Objectives (1, 2, 5b and 6) of the ERDF 1994-99 through an integrated and interactive learning process.

As a follow-up of the 6 Regional Technology Plans (RTP) and together with the Regional Innovation and Technology Transfer initiatives (RITTS), the Innovating Regions in Europe network (IRE) and the RINNO database, supported jointly by DG Regional Policy and DG Enterprise, the RIS and the RITTS constituted two basic elements of the Community policy response to the urgent need of improved innovation capacity of enterprises - notably SMEs - in the regions of the EU-15, in order to strengthen competitiveness at regional scale and thereby of the entire Union.

RIS were demand-led and bottom-up in their elaboration, based on public-private partnership and consensus, action-oriented and encouraging regions to exploit the European dimension through engaging in inter-regional co-operation and benchmarking of policies and methods.

RIS was followed by RIS+, which was open to all regions that had already launched an RTP, RIS or RITTS (regardless of their ERDF support status) and which gave regions an opportunity to implement the innovation strategy elaborated previously and to launch concrete pilot actions.

In parallel with the RIS and RIS+ the European Commission launched 6 RTTs involving regional stakeholders from over 30 regions, following a selection through a call for tenders open to all regions in Europe. The main objective of these projects was to identify best practice in technological cooperation between regions in order to promote economic development.

Most RIS and RIS+ projects have managed to guarantee a good mainstreaming of their priority actions into the Operational Programmes for Objective 1 or 2 areas by providing new project ideas and identifying partnerships to implement them. Several regions have been able to provide precise figures on budgets allocated to innovation in the structural funds or in either regional or national programmes after their RIS. They all show a significant increase in the quantity and the quality of innovation support.

### 2.1.2 The RISI family (IRISI, RISI 1, RISI 2, RISI+)

The aim of the Information Society Strand of ERDF Innovative Actions 1994-1999 was to pursue an active learning strategy based on the launching and testing of a number of pilot projects notably Regional Information Society Initiatives (RISI). Its development started with an initiative of a core of 6 regions to promote and experiment with the concept of information society for strategic regional development (IRISI). RISI 1 focused on the development of a regional partnership in the elaboration of a regional information society strategy and action plan. RISI 2 sought the preparation and launching of pluri-regional pilot applications for demonstrating best practice in the regional deployment of the Information Society. RISI+ aimed at a follow up of the RISI 1 partnerships and strategies into selected pilot projects.

*Within the framework of innovative actions 2000-2006, under the theme 'e-EuropeRegio: information society for regional development' almost 60% of regions applied for continuing activities often based on the experience gained with the RISI activities.*

The ultimate objective of the RISI scheme was to assist in making the Information Society concept an integral part of regional development and employment policies in the less favoured regions in the EU. It was clear at that time that the future economic and social well being of the less favoured regions would depend greatly on how they have managed to exploit and participate in the evolving Information Society.

The general approach of the RISI Pilot Action was to stimulate, experiment, evaluate and diffuse best practice in the creation of the necessary socio-economic conditions for the development and implementation of information society services and applications which contribute to regional development. This approach was underpinned by specific aims, notably to promote and assist in the forming of partnerships between key regional players in shaping the regional dimension of the Information Society.

RISI was based on the premise that planned choices are more likely to be successful than unplanned ones, and an inclusive approach is more likely to be acceptable than an exclusive one (especially as the advent of the Information Society is something which is likely to affect everyone to a greater or less extent).

## 2.2 DG Employment: The Article 6 projects<sup>15</sup>

Article 6 of the European Social Fund Regulation supports innovative measures that seek to promote new approaches and identify examples of good practice, which can subsequently improve the implementation of the operations supported by the ESF.

The Commission's Communication on the implementation of innovative measures under Article 6 of the European Social Fund Regulation for the programming period 2000-2006 sets out the general principles of the actions that can be financed and it also establishes a thematic approach. The following number of projects by thematic area has been financed by August 2004:

Innovative projects within the framework of social dialogue	47
Innovative approaches to employment creation and vocational training	201
The Regional Information Society Initiative	18 <sup>16</sup>
Adaptation to the new economy within the framework of social dialogue	35
Local employment strategies and innovation	44

## 2.3 DG Fisheries: Trans-national projects for Innovative Actions

Article 22 of the Financial Instrument for Fisheries Guidance (FIFG) provides financing for innovative actions including trans-national operations and the establishment of networks for those operating in the sector and areas dependent on fisheries and aquaculture.

Innovative actions include studies, pilot projects and exchanges of experience & sharing of good practice and innovative methods.

(<sup>15</sup>)

Website for information:  
[http://europa.eu.int/comm/regional\\_policy/innovation/innovating/ecos.htm](http://europa.eu.int/comm/regional_policy/innovation/innovating/ecos.htm)

(<sup>16</sup>)

8 RISI 1, 2 RISI 2 & 8 RISI+ projects

## 2.4 DG Enterprise projects<sup>17</sup>

The first generation of projects (the RITTS family) targeted only EU-15 regions while the second generation (the RIS - NAC family) was designed to include some regions from all EU-25 Member States.

### 2.4.1 The RITTS family (RITTS, TRIP)

Both RITTS and RIS aimed at supporting regions in developing regional innovation strategies that should optimise regional innovation policy and infrastructure. The strategy elaboration was based on analyses of the regional innovation system, including management, financial, commercial, training and organisational issues as well as technical ones. The strategies aimed also to promote co-operation between the key actors within the regional innovation system.

The RITTS projects were financed by DG Enterprise under the Innovation Programme. Over 100 regions have been supported to formulate regional innovation strategies with RITTS and RIS projects.

The Trans-Regional Innovation Projects (TRIP) supported trans-regional collaboration in the development and implementation of measures based on the outcomes of RITTS and RIS projects. The ultimate goal was to support innovation in firms by joining forces and comparing exercises in several regions. The projects involved key regional actors and their results had a benefit for local or regional SMEs. 11 projects gathering altogether about 40 regions have been carried out.

### 2.4.2 The RIS-NAC family

In 2001-02 the first 16 RIS-NAC projects to carry out Regional Innovation Strategies in the following Newly Associated Countries (NACs, Bulgaria, Cyprus, the Czech Republic, Estonia, Hungary, Latvia, Poland, Romania, Slovakia and Slovenia) were launched.

The main objective is to develop regional innovation strategies in NAC regions by following the RITTS/RIS project scheme and methodology.

Each NAC region is accompanied by at least one EU region that has already undertaken a RITTS / RIS project. This approach aims at ensuring that NAC regions will take full advantage of the experiences gained through the previous formulation of innovation strategies in partner regions.

## 2.5 DG Research initiatives<sup>18</sup>

The "Regions of Knowledge" initiative is a pilot action called for by the European Parliament. The initiative supports innovative projects involving regions in several Member States that demonstrate the central role of knowledge (know how, human resources, R&D and other "intangible" production factors) in the development of regional economies. It acknowledges the fact that regions are key engines of economic growth. Projects that are supported include technology audits, developing economic and technological future models at regional level, initiatives to promote university involvement with the local economy, mentoring between technologically advanced and less favoured regions, as

(<sup>17</sup>)

Website for information:  
<http://europa.eu.int/comm/enterprise/innovation/index.htm>

(<sup>18</sup>)

Website for information:  
<http://cordis.europa.eu.int/era/regions.htm>

well as awareness-raising actions focusing on the role of knowledge as a booster of regional development.

The development of regional research and innovation activities has been supported through the EU Research Framework Programme and the Structural Funds. This new pilot action will build on existing experiences and support projects that demonstrate the different paths regions may follow to achieve more rapidly a knowledge based economy.

Regions have a core role in development and can play a key role in driving economic growth through, for example, the development of regional innovation strategies, local level partnerships and clusters of related enterprises and researchers.

Dynamic regions can contribute to turning Europe into the most competitive knowledge-based economy in the world by 2010 and they are also fully participating in efforts across Europe to raise EU average R&D spending (public and private) to 3% of EU average Gross Domestic Product by 2010.

The following number of projects by thematic area has been financed by August 2004:

Technology Audit and Regional Foresight (TARF)	5
University driven actions for regional development (UDARD)	4
Mentoring initiatives	3
Supporting activities	2

Because of the considerable success of the Pilot Action, it has been envisaged to have a similar activity (Regions of Knowledge 2<sup>19</sup>) “embedded” in the Specific Programme 1 Integrating and Strengthening the European Research Area but focusing on the Barcelona targets. The new projects will support trans-national, trans-regional collaborative projects focusing on the RTD policy-making and investment strategy at regional level. They will address more specific issues regarding RTD investment at regional level aiming also on spreading and further increasing outreach of existing regional RTD initiatives.

(<sup>19</sup>)

Website for information :  
[http://cordis.europa.eu.int/era/regions\\_knowreg2.htm](http://cordis.europa.eu.int/era/regions_knowreg2.htm)

# Chapter 3

## The Regional Programmes of Innovative Actions

The aim of the European Regional Development Fund (ERDF) Regional Programmes of Innovative Actions<sup>20</sup> is to boost regional competitiveness and sustainable development by placing innovation at the centre of regional development strategies. The programmes offer an opportunity outside the mainstream Structural Funds to experiment with activities that are out of the ordinary or to work in different, often new, types of partnerships in three key areas: technology and knowledge based economy; the information society; and sustainable development and regional identity.

### 3.1 The 2000-2006 programming period

A new programme approach for ERDF innovative actions was introduced in January 2001 for the funding period 2000-2006 with a simplified application process.

A feature of the new system has been an element of competition between regions: in order to secure ERDF co-funding, a region's proposal must demonstrate quality and a genuine regional strategy for innovation backed by a strong regional partnership including the private sector and small and medium-sized businesses in particular.

The amount available for ERDF innovative actions is 0.4% of the annual ERDF budget or approximately €400 million over the entire period 2000-06. Individual programmes can be awarded ERDF co-funding of between a minimum of €0.3 million and a maximum of €3 million. The total value of ERDF co-funding approved for the 139 programmes by October 2004 was €346 million. When the contribution from the public and private sectors in the regions is added, this rises to a total volume of roughly €660 million. On average, the ERDF has contributed 52% of the total budget of the programmes, the public sector (regional and national) 34% and the private sector 14%.

<sup>(20)</sup>  
Website for information:  
[http://europa.eu.int/comm/regional\\_  
policy/innovation/index\\_en.htm](http://europa.eu.int/comm/regional_policy/innovation/index_en.htm)



### 3.2 The three strategic themes for regional development

By February 2005, 144 of the 156 eligible regions were participating including all regions of Austria, Belgium, Finland, Greece, Italy, Ireland, Netherlands, Portugal, Spain, Sweden, United Kingdom as well as Denmark and Luxembourg.

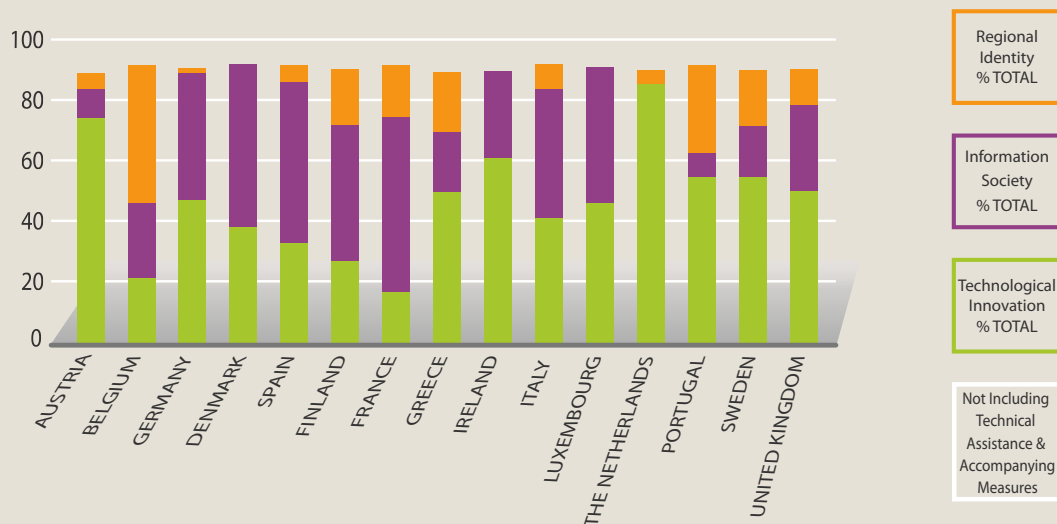
In line with the Lisbon and Gothenburg objectives, regions have been invited to focus on one or more of the following strategic themes:

- Regional economies based on Knowledge and Technological Innovation (including issues such as university - SMEs relationship, firms clustering, advanced services to firms, incubators, etc.)
- e-Europe Regio: the Information Society at the service of regional development (including issues such as e-business, e-government, etc.)
- Sustainable Development and Regional Identity (including issues such as environment, ecological tourism, cultural heritage, enhancing the export potential of traditional micro-companies, etc.)

The principal target groups are the SMEs, regional actors in research and education, the citizens of the region and the public sector.

By October 2004, 139 of the 156 eligible regions had an approved programme including all regions of Italy, Spain, Greece, Portugal, Austria, Sweden, Ireland, Luxembourg and Denmark. The summary data of the Greek regions with an approved programme is provided in annex.

The complementarity between the three strategic themes has been well exploited by most regions who have opted to include a number of actions covering at least two of the three eligible themes, while others opted for all three themes and only few choose a single theme approach.



### 3.3 The European Regional Innovation Awards

A competition to highlight the most innovative projects in the programmes was launched in late 2003 and the nine winners (three per strategic theme) were presented with their awards at a ceremony during the 54th plenary session of the Committee of the Regions held in Brussels in April 2004.

Saarland (Germany), Extremadura (Spain) and Steiermark (Austria) were selected as the top three projects in each of the three strategic themes by a jury under the presidency of Mr. Antonio Guterres, former Prime Minister of Portugal.

### 3.4 Added value

The regional programmes of innovative actions have succeeded in acting as catalysts giving the regions a chance to experiment with new, often adventurous actions to promote innovation. These have often been actions that otherwise might have been postponed or ignored by the mainstream programmes of the Structural Funds although they have a potentially strong impact by promoting innovation and sustainability which are crucial factors for the long-term competitiveness of EU regions.

For the least-developed regions it is particularly important that they should have a chance to experiment in difficult and challenging fields outside the norm of their Structural Fund programmes. Often, these solutions have been developed in close co-operation and networking with other more developed regions.

A further value of the Innovative Actions lies in the way these programmes have been designed and implemented directly by regional stakeholders working together in partnership. Each region has been encouraged to find its own solutions, based on regional needs and to incorporate innovation better in its regional development planning.

### 3.5 The challenges of the future

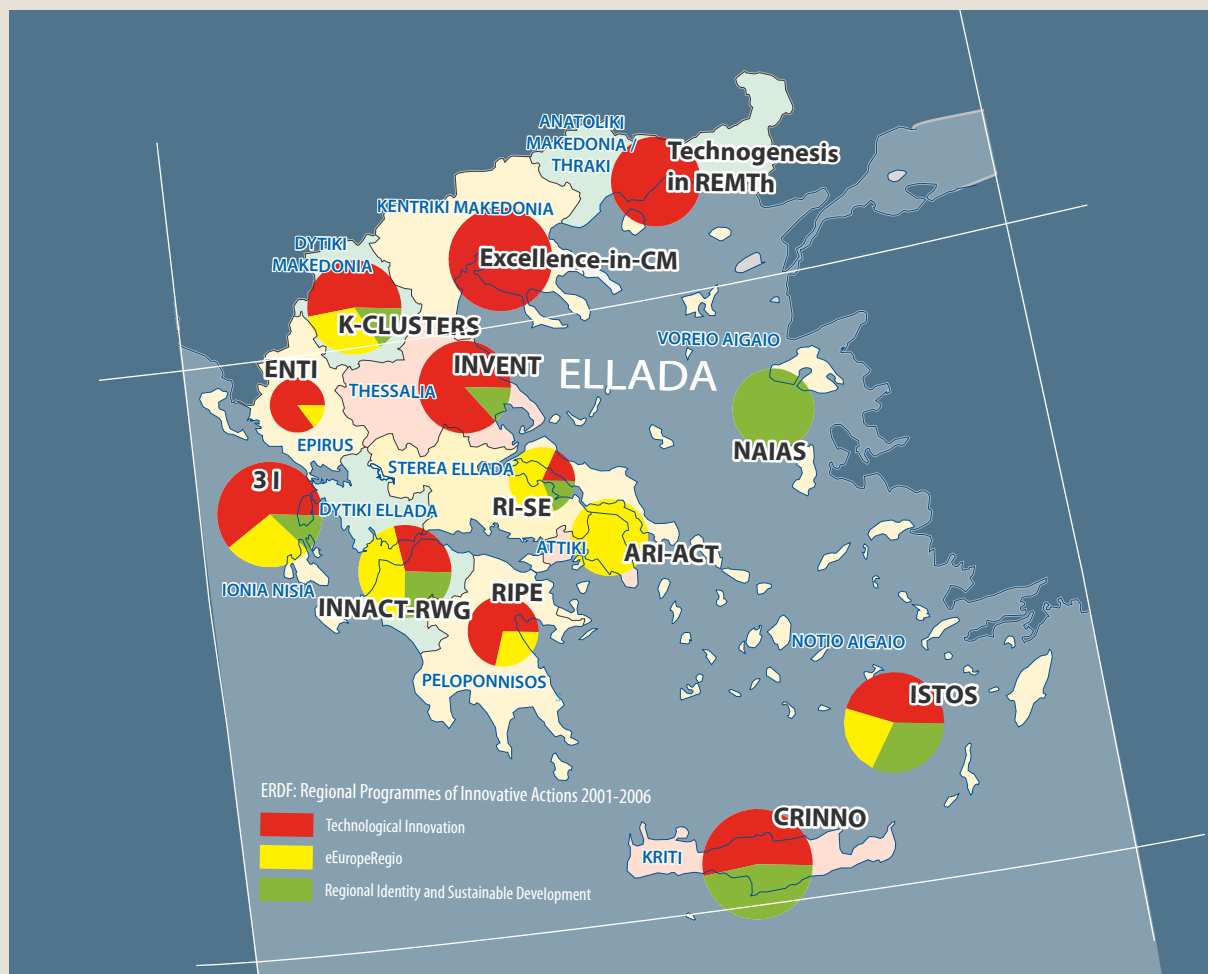
The experience so far leads the Commission to believe that the Regional Programmes of Innovative Actions have responded to the needs of the regions and have provided them with important tools for promoting innovation on the regional agenda. One indication of the success of the new approach offered under these programmes is the fact that many of their features have been incorporated into the future objective of Regional Competitiveness and Employment for the period 2007-2013.

The challenge for the regions now is to capitalise on the emerging experiences in order to stimulate innovation in the region. It is also expected that lessons learned will be incorporated into the future Structural Funds programmes, especially in the new Member States, and to the extent possible, the current Objective 1 and Objective 2 programmes.

In the future, there will still be a need for strengthening innovation policies in the regions and improving regional development tools and practices for innovation. This is the case, for example, in financing for innovation, facilitating the creation of successful new firms, strengthening the co-operation between SMEs and research institutions, or ways to attract talents and knowledge to less developed regions which do not yet have those capacities.

Specific attention will be given to regions from new Member States to facilitate their participation in networking activities as a means of diffusing good practice and to help them with the preparation of the next generation of Structural Fund programmes.





## Chapter 4

### Regional Innovation in Greece

#### 4.1 PRAI Financial Data

All data related to Greece has been extracted from the Innovative Actions database and represent the situation as of October 2004.

##### 4.1.1 Budget

The total estimated budget for the Greek programmes is 45.93 million Euros, which represents 14% of total budget of PRAI.

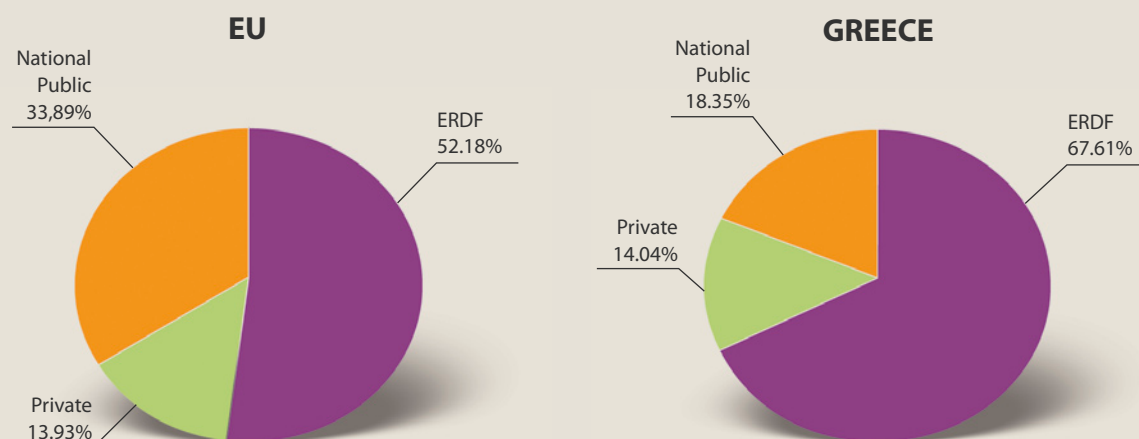
Greece is the 8<sup>th</sup> most important country in terms of budget after Italy (120 M€), France (86 M€), Spain (84 M€), UK (59 M€), Germany (55 M€), Holland (51 M€) and Austria (50 M€).

The average of a Greek PRAI budget is 3.5 M€, lower than the EU average (4.7 M€).

### 4.1.2 ERDF contribution

The total estimated ERDF contribution is 31 M€, representing 68% of total Greek PRAI budget, which is higher than the European average of 52%. This is due to the fact that all 13 regions are Objective 1 areas.

Greece is the 3rd country with the highest rate of ERDF co-financing, after Portugal (75%) and Ireland (73%).



### 4.1.3 Private co-financing

The estimated private funding is 6.4 M€, representing 14.04% of the total Greek PRAI budget. This is slightly above EU average (13.93%).

Greece is the 7th most important country in terms of absolute private budget after Italy (21.7M€), Germany (10.6 M€), Spain (9.7M€), Austria (9.7 M€), France (8.6 M€) and Holland (8 M€).

## 4.2 PRAI Interregional comparison

There are thirteen NUTS level 2 regions in Greece, all classified as Objective 1. Probable changes for the post - 2006 period (2007-2013) are expected for the regions of Sterea Ellada and Notio Aigaio as well as possibly for Attiki, Dytiki Makedonia and Kentriki Makedonia.

### 4.2.1 Coverage

All the country is covered by innovative actions: 6 regions applied in 2001 (Dytiki Ellada, Kentriki Makedonia, Peloponissos, Sterea Ellada, Thessalia, Voreio Aigaio), 6 in 2002 (Attiki, Kriti, Ipeiros, Ionia Nisia, Dytiki Makedonia, Anatoliki Makedonia & Thraki) and 1 in 2003 (Notio Aigaio).

1 programme (Thessalia) finished in 2003 [the first in Europe] and 3 programmes (Peloponissos, Sterea Ellada, Dytiki Ellada) finished in the first quarter of 2004.

### 4.2.2 Budget

The variation of budget between regions is 3.7 (Kriti / Ipeiros), which makes Greece quite homogeneous, compared to other countries, such as in Italy for

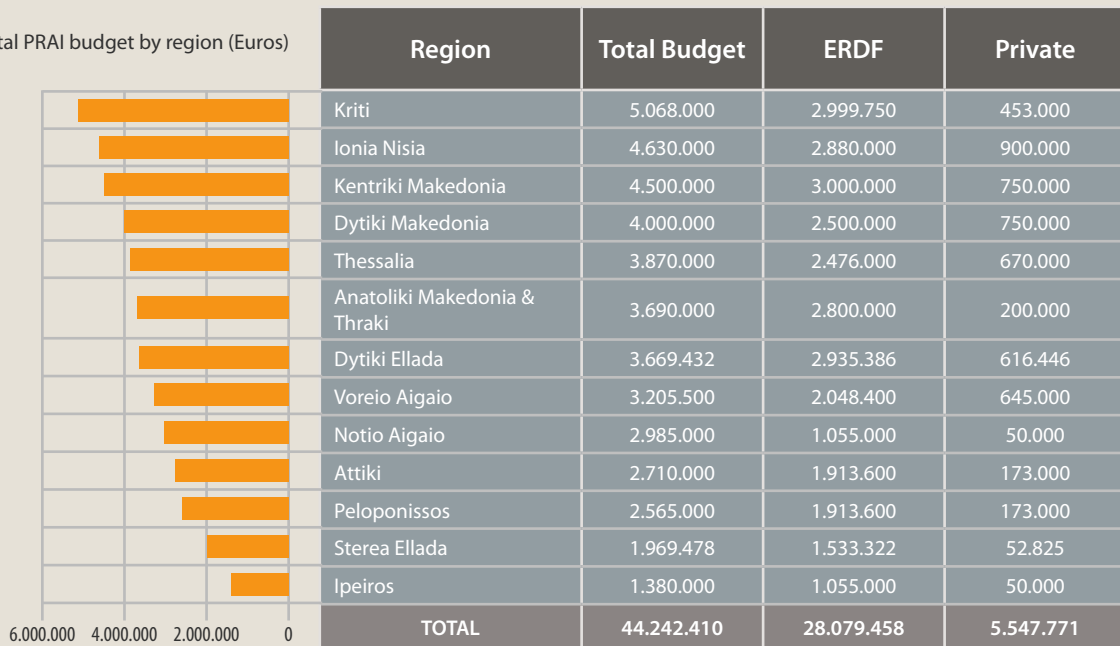
instance where budget varies from 1 to 10 between regions.

The PRAI budgets are smaller in Greece than in other countries. Ipeiros has one of the lowest budget in the EU with 1.38 M€, after Madeira, Portugal (1 M€) and Sardegna, Italy (1.2 M€).

The level of ERDF cofinancing is also quite homogeneous between the regions (a minimum of 59% in Kriti where the public national and regional contribution is quite high [32%] and a maximum of 80% in Dytiki Ellada where the public national and regional contribution is minimal [3%]).

The private contribution exists in all 13 regions. The highest rate is found in the three island regions of Voreio Aigaio (20%), Ionia Nisia and Notio Aigaio (19%). It is less than 5% in Anatoliki Makedonia & Thraki, Ipeiros and Sterea Ellada.

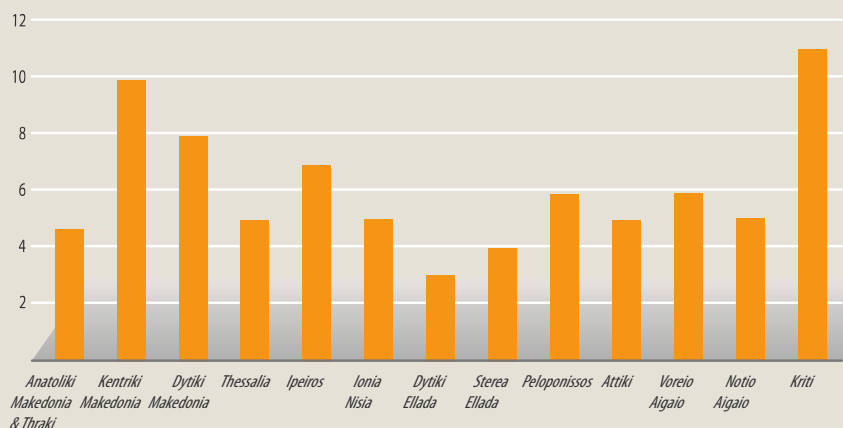
Total PRAI budget by region (Euros)



#### 4.2.3 Number of actions

The average number of actions per programme is 6. The regions of Dytiki Ellada and Anatoliki Makedonia & Thraki have the lowest number of actions (3), while the regions with the most actions are Kriti (11) and Kentriki Makedonia (10).

Total actions by region



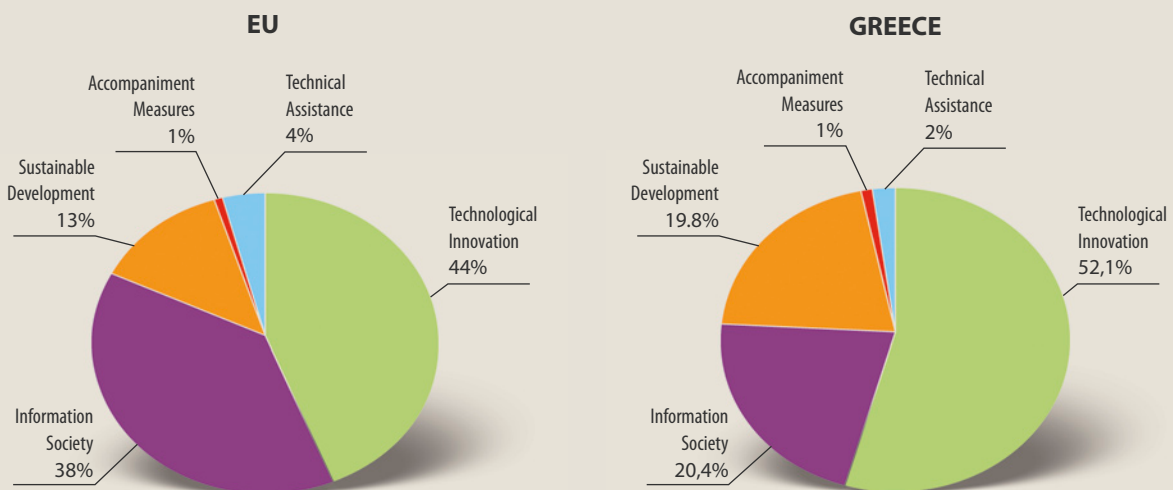
#### 4.2.4 The Greek entries of the European Regional Innovation Awards<sup>21</sup>

A competition to highlight the most innovative projects per strategic theme in the programmes was launched in late 2003 and the nine winners (three per strategic theme) were presented with their awards at a ceremony during the 54<sup>th</sup> plenary session of the Committee of the Regions held in Brussels in April 2004.

The regions of Kentriki Makedonia and Thessalia introduced their candidature under the technological innovation theme, while the region of Sterea Ellada applied under the sustainable development theme and finally the region of Dytiki Ellada had an entry under the information society theme.

#### 4.3 PRAI Proposed actions

“Technological innovation” is the first theme selected by the Greek regions, by far (52,1% of budget). It is followed in the second place by the theme of “Information Society” with 20,4%, a lot lower than the EU average of 38%. Finally the theme of “Sustainable Development and Regional Identity” occupies the third position with 19,8%, which shows an interest much more important than in other European countries (13% at EU level).

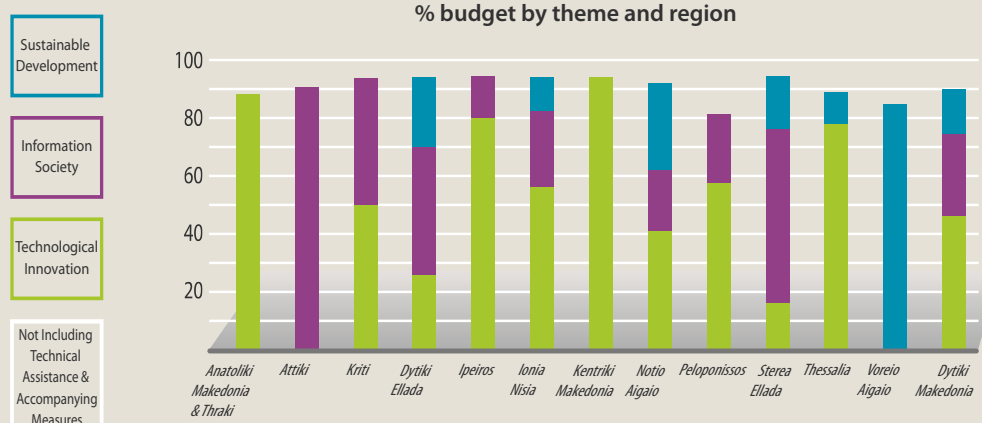


It is interesting to note that although the percentage of funds allocated for technical assistance in Greece is half than the percentage for the EU (4%), 10 out of 13 regions have specific inter-regional networking actions, including membership to networks.

We should also note that 10 out of 13 have opted for independent evaluation and / or quality assurance accompaniment measures.

11 out of 13 regions opted for Technological Innovation actions, while 8 out of 13 opted for the other two themes. 4 out of 13 regions focus on a mono-theme approach (2 in technological innovation and 1 in each of the other two themes). 3 regions had actions from two themes, while 5 opted for a more pluralist three-theme approach.

(<sup>21</sup>)  
Website for information:  
[http://europa.eu.int/comm/regional\\_policy/innovation/concours\\_en.htm](http://europa.eu.int/comm/regional_policy/innovation/concours_en.htm)



### 4.3.1 Technological Innovation

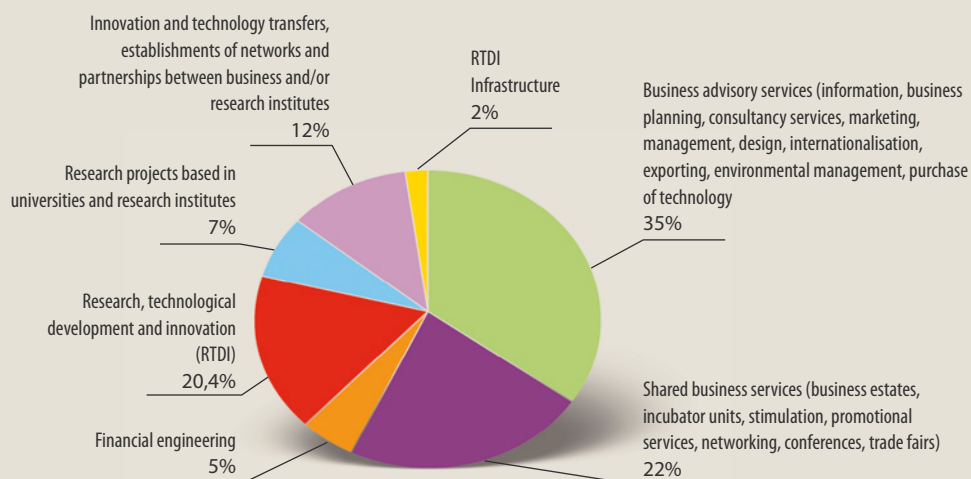
As far as the technological innovation theme is concerned, Greek regions are particularly active. Only 2 regions out of 13 do not support actions in this field (Voreio Aigaio and Attiki), while 2 regions (Kentriki Makedonia and Anatoliki Makedonia & Thraki) have allocated all their budget in actions under this theme. The 11 regions earmarked a total budget of 23 millions euros for technological innovation and launched 41 actions. This represents 8% of the total budget for this theme (all countries included) and puts Greece in 5th position after Italy, Spain, Austria and Sweden.

The actions supported are quite diverse and cover all aspects (7 out of 7) of technological innovation :

- Awareness raising, training on innovation management (Kentriki Makedonia), support services to firms to improve their innovative capacity (in all sectors or in specific ones like fur and wood in Dytiki Makedonia), technology clinics (Kentriki Makedonia), innovation management audits (Voreio Aigaio, Anatoliki Makedonia & Thraki), internationalization of firms (Voreio Aigaio)
- New product development in organic farming, food and craft sectors (Anatoliki Makedonia & Thraki, Kentriki Makedonia, Dytiki Makedonia, Kriti, Peloponissos)
- Support to clustering / networking of firms (Kentriki Makedonia, Dytiki Makedonia)
- Technology and regional foresight (Kentriki Makedonia, Ipeiros), Regional observatories (Kentriki Makedonia, Kriti, Dytiki Makedonia)
- Entrepreneurship, start-ups, spin-offs (Kentriki Makedonia, Thessalia, Attiki, Ipeiros)
- Cooperation between R&D organisations and firms (Stereia Ellada, Kriti, Thessalia)
- Financial engineering (Anatoliki Makedonia & Thraki, Ipeiros)
- Support to SMEs' for growing in the new economy (Dytiki Ellada)



## Technological Innovation



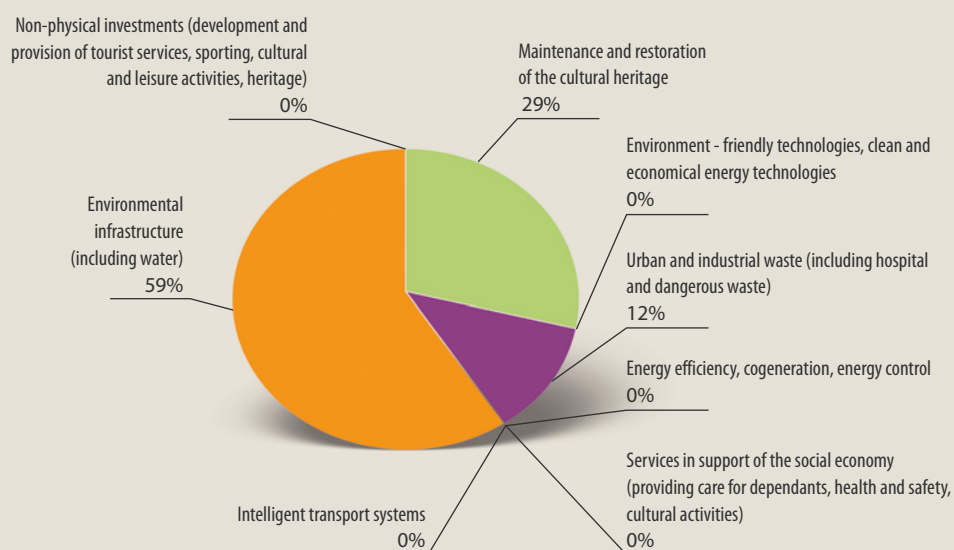
### 4.3.2 Regional Identity and Sustainable Development

8 out of 13 regions opted for actions under this theme and launched 17 actions. In the region of Voreio Aigaio the totality of the budget was used for this theme.

The actions supported covered a small portion of this theme, notably 3 out of 8 possible areas:

- Organic farming (Dytiki Ellada)
- Ecological tourism and improvement of quality of tourist services (Ionia Nisia)
- Waste management (Dytiki Makedonia, Voreio Aigaio)
- Water and marine biological resources management (Kriti)
- Risk management for natural landscapes (Kriti)
- Cretan diet and musical culture (Kriti)

## Sustainable Development

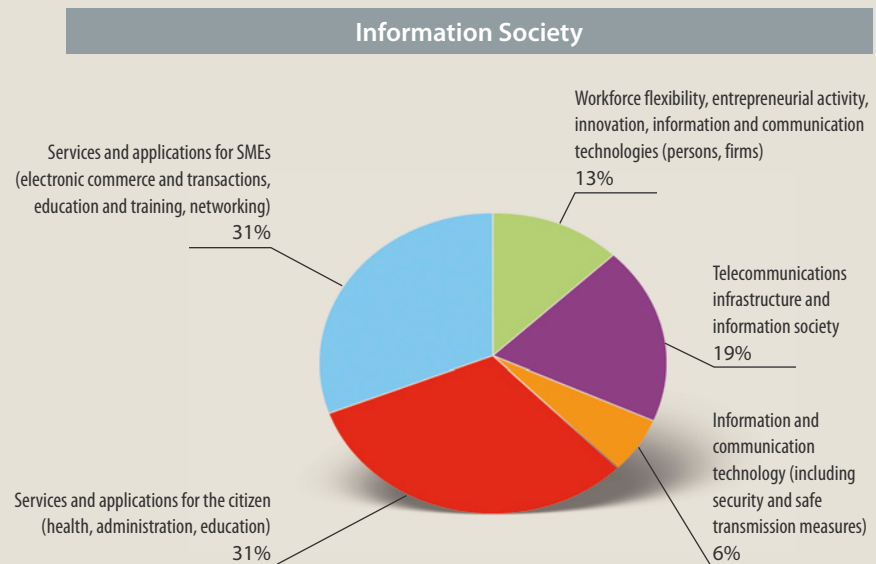


### 4.3.3 Information Society

Finally, as far as information society is concerned 8 out of 13 regions opted for actions under this theme and launched 16 actions. In the region of Attiki the totality of the budget was used for this theme.

Diverse actions were supported covering all aspects (5 out of 5) of e-Europe Regio :

- Support to SMEs [e-commerce, information on patents, design, etc.] (Dytiki Ellada, Dytiki Makedonia, Voreio Aigaio)
- Health services, home telecare system (Dytiki Ellada, Attiki)
- Intermodal traffic information service (Dytiki Ellada, Attiki)
- Public access to public services and information (Peloponissos, Attiki)
- Virtual reality applications for cultural sites (Sterea Ellada), Digital platform in tourism (Ionia Nisia), Virtual technopolis (Dytiki Makedonia)
- Risk management systems for environment (Ionia Nisia)



### 4.4 Educational & Research Poles of Excellence

The two main educational & research poles of excellence for regional innovation in Greece are based in the two biggest cities, notably Athens and Thessaloniki. In addition an emerging university laboratory has been established in the region of Dytiki Makedonia.

#### 4.4.1 Regional Development Institute<sup>22</sup>

The main task of the Regional Development Institute (RDI) is the advancement of research in all fields of the developmental process. This is achieved by linking urban, local and regional development issues with broader National and EU processes, and by promoting a regular exchange of ideas and experience on a worldwide basis.

The Institute is also concerned with the advancement of theory and with addressing current development problems.

More specifically, the main applications of these aims could be described as:

- To elaborate basic research on all aspects of the Greek Regions' development and to publish the data gathered.
- To participate in research programs developed by the EU.
- To compile theoretical and applied research studies on regional development, innovation, knowledge economy etc.
- To cooperate with different National Ministries and Local Government organizations in order to provide expert and scientific advice and guidance.
- To organize and conduct lectures and seminars, but also to actively participate in national and international conferences and congresses.
- To create a Regional Development library and special archives for the use of students and researchers.
- To promote studies on Environmental Protection, Spatial Organisation, Cultural Development and the application of New Digital Technologies in various fields.
- To develop and maintain communication and cooperation with international Organizations, Institutes and Centres for Regional Development.
- To publish books, papers, expert studies and reports on issues regarding regional and sustainable development.
- To provide Panteion University's Department of Economic and Regional Development with academic support for its postgraduate program and curricula.
- To establish centres and workshops, and to develop programs that promote regional competitiveness.

The RDI is mainly involved in competitive projects from the Innovative Actions of the European Regional Development Fund (RITTS of Thessaly and the Northern Aegean, RIS, RIS+ of Sterea Ellada, IA Sterea Ellada).

#### 4.4.2 URENIO<sup>23</sup>

The Urban and Regional Innovation Research Unit (URENIO) is a university laboratory for the promotion of research and supply of scientific and technological services. URENIO is affiliated to the Department of Urban and Regional Planning and Development in the Faculty of Engineering, Aristotle University of Thessaloniki.

URENIO's research focuses on territories that base their development on R&D, technological innovation, technology-intensive companies, technology infrastructure, and knowledge and information networks. Central research theme is the cities and regions of innovation including knowledge clusters, technopoles and science parks; regional innovation systems and strategies; digital innovation spaces and intelligent cities. A principal feature of these innovative regions is their capacity to create environments which facilitate innovative behaviour by the organisations which are members of this milieu, turning knowledge into new products, disseminating information, building organisational learning, integrating skills, and in the end generating innovations.

URENIO is mainly involved in competitive projects from the European R&D framework programmes and the Innovative Actions of the European Regional Development Fund (RTP, RIS & IA Kentriki Makedonia, RITTS Anatoliki Makedonia & Thraki, Recite II & IA Thessaly, IA Dytiki Makedonia, IA Ionia Nissia). These projects deal with the role of innovation in regional development, the typology and evolution of innovation-led cities and regions, the design of



(<sup>23</sup>)

Website for information:  
[www.urenio.org](http://www.urenio.org)

regional innovation strategies, regional knowledge management, and the creation of physical, institutional and digital environments supporting technological innovation.

URENIO recent work is focusing on 'intelligent cities and regions' which represent a third generation innovation territories following on from clusters / technopoles and learning regions. Research and services provided focus on:

- Regional intelligence (foresight, market and technology watch, business and cluster intelligence);
- Benchmarking for companies, localities, and regions;
- Technology transfer (on-line tools, IPR, brokering, training to innovation, innovation e-communities);
- New product development (network based product innovation, new product development roadmaps); and
- Digital platforms for product / services promotion (digital cities, virtual clusters, virtual science and technology parks, virtual incubators).



#### 4.4.3 MATER<sup>24</sup>

The Management of Technology Research (MATER) Laboratory was recently established in the Engineering Department of the University of Western Macedonia in Kozani. The laboratory is mainly manpowered by scientists and engineers with long experience in managing Innovation Competitive Projects from the National and Regional Programmes, the European R&D Framework Programmes and the Innovative Actions of the European Regional Development Fund such as RIS, RIS+, Innovative Actions of West Macedonia, Thessaly, Epirus, Recite II Thessaly, RIS South Central Bulgaria and others.

The MATER laboratory constitutes a platform that will help ideas and persons within a regional and international environment to work together and focuses its research and services on:

- creation and diffusion of knowledge, guidance and information on technological innovation and development of stochastic models for Technology Management and Innovation Policies
- development of platforms for virtual sessions and discussions that ensure the transmission and diffusion of knowledge and information in the areas of Technology Development, Technology Transfer, Knowledge Management, Technological Innovation.
- organization of lectures and seminars in the field of Management of Technology and Innovation and provision of academic support to the University.
- provision of scientific and technical advice to the Region in Innovation and Regional Development topics
- technical support to the regional entrepreneurship on Technological Innovation

### 4.5 The challenge of mainstreaming innovation

The research and technology system in Greece is of limited size but also shows imbalances in relation to the participation of enterprises. The Gross Domestic Expenditure on Research and Technological Development is at the level of 0.5% of GNP, while the average in the EU is close to 2%. The progress

<sup>(24)</sup>  
Website for information:  
[www.materlab.org](http://www.materlab.org)

achieved over the past 10 years is fairly significant bearing in mind that the said index has increased from 0.38% in 1989 to 0.51% in 1997. In the business sector the results are also significant since there has been a five-fold increase in the number of companies with R&TD activities over a period of 11 years (from 114 in 1986 to almost 600 in 1997). This impressive increase, however, has not been accompanied by a corresponding increase of expenditure since a large proportion of the companies involved are SMEs with limited ability to fund research. Thus, the R&TD index for businesses is still at a very low level, 0.13% of GNP in 1997, putting Greece in joint last place with Portugal in the EU. The picture and indexes concerning applications for the grant of patents are similar.

The most important interventions for mainstreaming innovation in the Operational Programmes are:

- The exploitation and commercial utilisation of existing research results stemming from research projects, either in the form of the provision of services or exploitation licences, or by the creation of knowledge-intensive business activity (the foundation of spin-off companies).
- Intensification of research and related activities (technology transfer, dissemination, information, etc.) within companies or at the interfaces between companies and public research agencies.
- Extension of collaborations with business and research organisations abroad, and inclusion in international permanent or special cooperation networks.
- Support for the productive sector from public research and technology agencies, by the provision of services and technical knowledge.
- Financing of collaborations between productive and research agencies, in carrying out long-term projects that aim to produce innovative products or services.

## 4.6 The Management Factor

The great success of Regional Innovation Programmes in Greece and the enthusiastic response that they received from the local communities and enterprises can be a useful case study regarding the factors that led to this result. Whereas the application of the CSF and of other EU initiatives, such as Interreg, was faced with several obstacles in Greece, the Regional Innovation Programmes progressed smoothly and produced excellent results. The factors that contributed to their success can be summarized in the following points:

- In the planning stage
  - the people involved possessed the necessary experience and expertise
  - the local leaders, key players and stakeholders were consulted and
  - the real needs of the local communities were identified and addressed
- In the application stage
  - The Management Units were staffed by high-quality experts that possessed not only the necessary managerial skills but also specialized scientific knowledge in their fields.

# Chapter 5

## Innovation Networks and Resources

The regional innovation networks are complementary activities designed to enhance the exchange of information, experience, know-how and expertise between the participating regions – especially with a view to improving and increasing the use of Structural Funds' investments for regional economic and social development.

### 5.1 Networks under the Innovative Actions umbrella

In addition to the regional programmes of innovative actions, three networks, one per strategic theme, have been launched to foster co-operation between regions and to share experiences and good practices:

- ERIK for technological innovation (lead partners Toscana and Emilia-Romagna / Italy, including 13 core regions and 18 associate, 31 regions in total)
- IANIS for Information society at the service of regional development (lead partner Sachsen / Germany, including 28 regions)
- A Pan-European Network for sustainable development (lead partner Wales / UK, including 12 regions)



#### 5.1.1 ERIK<sup>(25)</sup>

The objectives of the ERIK (European Regions Knowledge-based Innovation Network) network have been:

- Benchmark good practices relating to innovation and knowledge policies;

<sup>(25)</sup>  
Website for information:  
[www.eriknetwork.net](http://www.eriknetwork.net)

- Exchange experiences progressed in different regions and context in order to develop more effective regional or interregional policies;
- Organise specific discussion groups and workshops on selected topics of common interest;
- Extend at the interregional level the collaboration relationship between the different actors of the regional knowledge system involved;
- Increase the know-how of main regional actors as far as innovation, technology transfer and the knowledge economy promotion are concerned;
- Exchange information on the progress of Regional Programmes of Innovative Actions led by network participants in view of improving the tools for the future;
- Co-operate with other related EU initiatives.

The activities of ERIK include workshops, seminars, study visits, conferences, policy forum etc. as highlighted in the news and newsletters. ERIK is an open network.

### 5.1.2 IANIS<sup>26</sup>

The objectives of the IANIS (Innovative Actions Network for the Information Society) network have been:

- Sustain and further develop interregional networking, and particularly to provide network support to regions with approved Innovative Actions projects, in the context of the information society and Structural Funds' investments. It aims to support widespread sharing of information, experience and good practice through an electronic communications platform, physical and virtual newsletters, workshops, seminars, annual conferences and policy fora and a study visits exchange scheme;
- Design, develop, maintain, and provide access to an e-Region Hub with a projects' database and with links to other materials and reports of relevance to regional Information Society developers working in the context of the Structural Funds.

These complementary activities are designed to enhance the exchange of information, experience, know-how and expertise between the participating regions – especially with a view to improving and increasing the use of Structural Funds' investments specifically for regional information society development and more generally for regional economic and social development.

### 5.1.3 European Regional Sustainable Development<sup>27</sup>

The objectives of the European Regional Sustainable Development Network has been:

- Monitor and evaluate innovative approaches to sustainable development at a regional level.
- Report on and disseminate research and best practices in the area of sustainability practices in regions.
- Provide a forum for Trans-regional discussion and sharing of experience on sustainable development.



(<sup>26</sup>)

Website for information:  
[www.ianis.net](http://www.ianis.net)

(<sup>27</sup>)

Website for information:  
[www.sustainable-euregions.net/](http://www.sustainable-euregions.net/)

- Disseminate information on approaches to sustainable development to politicians, policy makers, academics, business leaders and the general public.

Sustainable Regions Europe is an information-sharing tool for policy-makers, organisations and individuals that are interested in sustainable development.

#### 5.1.4 Greek members of the Innovative Actions Networks

The Greek regions, members of Innovative Actions networks, are:

	Thessalia, Sterea Ellada, Kriti, Ionia Nisia, Epirus
	Kentriki Makedonia (Municipality of Stavroupolis)
	Kentriki Makedonia (Municipality of Stavroupolis), Epirus (BIC), Kriti (STEP-C)

#### 5.2 National innovation networks

The following countries have stimulated the exchange of innovative information among their regions through the creation of national or trans-national innovation networks.

Countries	Name	Website
Italy	<b>CoorInna</b> Coordination of Italian Innovative Actions	<a href="http://www.coorinna.net">www.coorinna.net</a>
Greece <sup>28</sup>	<b>RINO</b> Regional Innovation Network	<a href="http://www.rinonet.org">www.rinonet.org</a>
Spain & Portugal	<b>RI2</b> Red Ibérica de Innovación Regional	<a href="http://www.ri2.net">www.ri2.net</a>
UK	<b>RINET</b> The UK Regional Innovation Network	<a href="http://www.rinet.org.uk">www.rinet.org.uk</a>

#### 5.3 Greek Regional Innovation Networks

The Greek regional innovation networks were active since the introduction of the regional innovation strategies back in 1998 and have subsequently evolve to include all regions and regional experts.



<sup>(28)</sup> Information about a previous Greek-Cypriot network (Hellenic Regional Innovation Strategies Network) can be found at the following website: [www.ipa.panteion.gr/en/html/network.html](http://www.ipa.panteion.gr/en/html/network.html)

<sup>(29)</sup> Website for information: [www.ritts-crete.gr/hel-reg-isn.htm](http://www.ritts-crete.gr/hel-reg-isn.htm)

##### 5.3.1 The Hellenic RITTS / RIS network<sup>29</sup>

Back in July 1998, in the city of Kastoria - Western Macedonia, the Greek RIS regions of Sterea Ellada, Thessaly, Western Macedonia and Central Macedonia founded an association, to which the RIS Epirus and RITTS North Aegean have also joined. The principal reason behind this network was to guarantee that the benefits of the RITTS / RIS projects could go on after the end of these exercises. The co-operation between the Greek RITTS / RIS has always been strong, ranging from sharing information to joint projects. The actors of the Greek RITTS /



RIS regions actively participate in each other's activities, like the meetings of the Steering Committees. The regions are also constructing a national database on standard information on socio-economic data.

The objectives of the Greek RITTS / RIS association are to conduct research on innovation activities, co-ordination of the European Innovations Programmes, promotion of Innovation, co-operation with universities, research centres, production units and especially with SMEs on the one hand, and with the national ministries and regional and local authorities on the other hand, and finally, elaboration of Innovation programmes independently or in co-operation with other actors. Internationally the network aims to co-operate with the corresponding organisations of the other Member States and with the European Institutions.

### 5.3.2 The National Innovation Network (RINO)<sup>30</sup>

The RINO Network is the basis of a joint platform for collaboration and exchange of experiences in the area of Innovative Strategies, Policies, Actions and Projects. RINO is open to all regional actors in Greece, implementing Regional Innovation Projects.

The key objective of RINO is to build linkages between the regional innovation Programmes with other regions in Greece and in the EU and with networks and other organizations that are active in the field of innovation in relation to regional and local development. These linkages enabled the regions to share experiences and lessons and develop collaborative relationships during the Programme implementation periods and in the future.

RINO facilitates the dissemination of the results and outcomes of the Regional Programmes and eases the transfer of the regions' experience and concrete outcomes to other stakeholders. Equally, the regions profit by the experience of others work and are able to keep abreast of the latest developments in technologies and in the management of innovation.

The main target of RINO, is to enable all regions to enter a common learning platform, based upon:

- Collaboration among all regional innovation players and stakeholders in Greece
- Exchange of experiences concerning the implementation of innovative ICT projects
- Promotion of access to new business innovation tools and platforms
- Enhancement of the existing foundations of regional and inter-regional learning opportunities

The RINO network aims towards the major goal of linking together the results obtained through the Regional Innovation Projects and Actions, in order to present and promote the outcomes at a regional and national level.

A number of regions seek to implement specific actions developed during the formulation of their regional innovation strategy through the European Regional Development Fund Innovative Actions. In this basis, RINO is aiming to offer substantial assistance and knowledge transfer via the exchange of good practice experience in numerous aspects.

The RINO network was designed, developed and co-funded under the RIPE Project (Regional Innovation of Peloponnesus), as part of Innovative Actions 2000-2006.



<sup>(30)</sup>  
Website for information:  
[www.rinonet.org](http://www.rinonet.org)

## 5.4 Other EU resources on innovation

Innovation is a key driver for the strengthening of Europe's competitiveness. This section presents some of the latest innovation policy resources available at Community level.



### 5.4.1 The CORDIS Innovation portal<sup>31</sup>

CORDIS, the web-based Community R&D and innovation information service, is an interactive website that links together policy makers, managers of the European Union R&D activities with players in research and industry. It provides coverage of European, national and regional research programmes as well as covering a wide range of innovation services.

The aim is to bridge Community and national policies on research, innovation and SMEs and to foster links between academia and industry across national and sectoral borders.



### 5.4.2 The IRE Thematic Networks<sup>32</sup>

The network of Innovating Regions in Europe (IRE) is the joint platform for collaboration and exchange of experiences in the development of regional innovation policies and schemes.

The network aims to enable regions to access new tools and schemes for innovation promotion and to create an inter-regional learning process. It also seeks to put innovation at the top of the regional policy agenda. It is open to all European regions that can demonstrate good practice in the promotion of innovation.

<sup>(31)</sup>  
Website for information:  
<http://cordis.europa.eu.int/innovation>

<sup>(32)</sup>  
Website for information:  
[www.innovative-regions.org](http://www.innovative-regions.org)

Topics	ACENET	BASAN	BIGEAR	CAFÉ	CRO BO BU CO	INNOBA-SME	METROPOLIS	PARTNER	PROWOMEN	SAIL	SCONE	STRINNOP	VERITE
Academic-Industrial links													
Agro-food sector													
Benchmarking													
Business opportunities													
Business plans													
Clusters													
Co-operation with NACs													
Creation of new business													
Exploitation of research													
Incubators													
Innovation barriers													
Innovation culture													
Innovation finance													
Innovation management													
Innovation support													
Knowledge management													
Legislation													
Product development													
Public policies													
R&D													
Regional indicators													
RITTS/RIS methodology													
Supply chain													
Technology transfer													

The 14 Thematic Networks that bring together over 250 innovation stakeholders throughout Europe in order to exchange good practice on specific regional innovation policy topics are depicted above:

### 5.4.3 The RINNO database<sup>33</sup>

The Regional INNOvation & technology transfer (RINNO) database aims to provide a central resource for one region to find out how others are innovating. It contains validated details on innovation activities and work has already started in the areas: Increasing the awareness of the innovation process, Understanding the needs of SMEs and how to meet them, Supporting innovation projects via strategy and staff development, Helping regional business services to meet the challenge, and Making better links between SMEs and the knowledge base.

The purpose of RINNO is to share the innovation experiences and use electronic media to allow regions to get practical help on improving their innovation practices. It is supported by DG Enterprise, DG Regional Policy and DG Research.

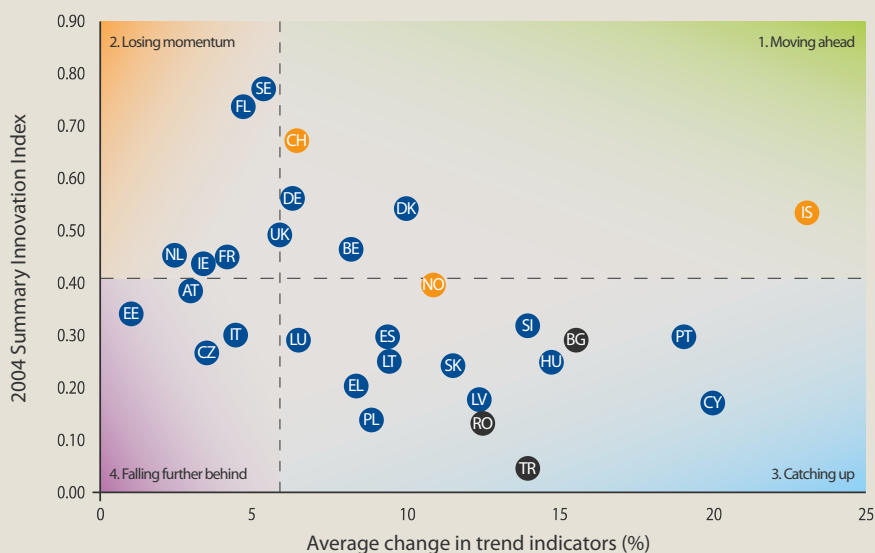


### 5.4.4 The Trend Chart on Innovation in Europe<sup>34</sup>

The Trend Chart is a tool for innovation policy makers and managers in Europe. It provides information and analysis, at national and Community level, on innovation policies, practices and performances (mainly in the fields of innovation finance, innovative businesses, intellectual property rights, and the transfer of technology between research and industry).

It also constitutes a forum for benchmarking and for the exchange and diffusion of good practices in the field of innovation policy.

Several countries that are average or poor performers on the Summary Innovation Index, such as Luxembourg, Italy, Greece, Portugal, Estonia and Slovenia perform much better on the indicators for non-technical change. The good performance of several of the new Member States and Greece and Portugal is encouraging, since substantial changes to organization and management, as part of a modernization process, may provide the necessary foundation for both an increase in per capita GDP and the capacity to innovate.



<sup>(33)</sup>  
Website for information :  
[www.rinno.com/](http://www.rinno.com/)

<sup>(34)</sup>  
Website for information:  
<http://trendchart.cordis.lu/>

#### 5.4.5 The Innovation Relay Centres Network<sup>35</sup>

The mission of the IRCs is to support innovation and transnational technological co-operation in Europe with a range of specialised business support services. IRC services are primarily targeted at technology-oriented small and medium-sized enterprises, but are also available to large companies, research institutes, universities, technology centres and innovation agencies.

The first Innovation Relay Centres were established in 1995 with the support of the European Commission. The aim was to create a pan-European platform to stimulate transnational technology transfer and promote innovation services.

As of October 2004, 71 regional IRCs span 33 countries - 25 EU Member States plus Bulgaria, Romania, Iceland, Israel, Norway, Switzerland, Turkey and Chile.

Most IRCs are operated by consortia of qualified regional organisations such as Chambers of Commerce, Regional Development Agencies and university Technology Centres. Altogether, almost 250 partner organisations are involved, ensuring wide geographic coverage.



#### 5.4.6 Business and Innovation Centres<sup>36</sup> & the European BIC Network<sup>37</sup>

The BICs aim is to act as an instrument to assist regional development and businesses by providing support for innovative businessmen and developing SMEs. Their task is to help create new generations of innovative SMEs and to develop and modernise those which already exist, as part of the process of industrial spatial planning. Through their "risk-adviser" approach based on a professional approach to business, the BICs have an important role to play in the disadvantaged regions. The results of their work led the European Commission to recommend, in its Guidelines for the Structural Funds 2000-2006 that the regional programmes should encourage the establishment of such structures in all assisted areas and more intensive use of the existing BICs in implementing regional development measures.

EBN is a European network gathering 160 BICs and similar organisations such as incubators, innovation centres and entrepreneurship centres. EBN was created about 20 years ago by the European Commission and European Industry leaders. EBN is a Brussels-based team co-ordinating the activities of the members and providing services to them, including implementation of international projects / contracts with the European Commission.

#### 5.4.7 IST Results Service<sup>38</sup>

Over 3.6 billion euros have been spent on thousands of near-market projects by the European Commission's Information Society Technologies (IST) research initiative with more investment planned for the future. IST Results has been developed by DG Information Society to help find out what is happening on the use of ICT in all aspects of work and home life, including health, transport, leisure, retail, business systems, government, finance and communications.

The IST Results service gives on-line news and analysis on the emerging results from Information Society Technologies research. The service reports on prototype products and services ready for commercialisation as well as work in progress and interim results with significant potential for exploitation. The service taps into the mainstream communications channels used by technol-

(<sup>35</sup>)

Website for information:  
<http://irc.cordis.lu/>

(<sup>36</sup>)

Website for information:  
[http://europa.eu.int/comm/regional\\_policy/innovation/innovating/bic\\_en.htm](http://europa.eu.int/comm/regional_policy/innovation/innovating/bic_en.htm)

(<sup>37</sup>)

Website for information:  
[www.ebn.be](http://www.ebn.be)

(<sup>38</sup>)

Website for information:  
<http://istresults.cordis.lu/>

ogy users in business, industry and public authorities as well as connecting with research networks, the media and investors.

#### 5.4.8 PAXIS<sup>39</sup>

PAXIS, the Pilot Action of Excellence on Innovative Start-ups, was launched in 1999, following the First European Forum for Innovative Enterprises held in Vienna. This Pilot Action, launched by the European Commission's Enterprise Directorate-General, has three main priority areas: Thematic Networks, consisting of 22 European cities and regions, Projects designed to validate start-up concepts, and Accompanying Measures, aiming to support PAXIS.

The European Commission's Enterprise Directorate-General developed PAXIS to take example from the experience of the Regions of Excellence and learn from the outstanding policies that support their networking activities. This facilitates better documentation of policy decisions and the elaboration of solid measures, which enable regions to be more innovative and competitive, simultaneously transferring their expertise to other regions. Creation of new innovative enterprises, support of spin-off companies and development of start-ups are some of the main policy objectives in both the EU and worldwide. PAXIS aspires to gather all these ideas and recommendations and through advanced networking and collaboration, make them prolific and accessible.



#### 5.4.9 IPR Helpdesk<sup>40</sup>

The Intellectual Property Rights (IPR) Helpdesk was established in 1998 by DG Enterprise in order to help SMEs and members of the EU-funded RTD community with IPR-related issues.

The service includes a multilingual website, containing tutorials and guides, and a free legal helpline. The Helpdesk deals with a wide variety of IPR questions ranging from "licensing" to "consortium agreements" and any other "IPR issues" that arise when undertaking research activities.



#### 5.4.10 The Gate2Growth Initiative<sup>41</sup>

The Gate2Growth Initiative, which is supported by the European Commission under its Innovation / SMEs programme, is the pan-European Business Platform for :

- Entrepreneurs seeking financing (Business Matching),
- Investors (InvestorNet),
- Technology Incubator Managers (Incubator Forum),
- Knowledge Transfer Offices (Proton Europe),
- Academia in entrepreneurship, innovation and finance (Academic Network),
- Innovative companies seeking expert service providers (Service Centre)

The prime objective of the Gate2Growth Initiative is to support innovative entrepreneurs in Europe.

In addition, Gate2Growth aims to assist Innovation Professionals improve their capacity to assist entrepreneurs by fostering networking and the exchange



<sup>(39)</sup>  
Website for information:  
[www.cordis.lu/paxis](http://www.cordis.lu/paxis)

<sup>(40)</sup>  
Website for information:  
[www.ipr-helpdesk.org](http://www.ipr-helpdesk.org)

<sup>(41)</sup>  
Website for information:  
[www.gate2growth.com](http://www.gate2growth.com)

of experience and good practice at European level. These include early stage technology venture capital investors, managers of technology incubators, managers of industrial liaison and technology transfer offices linked to universities and research centres, academics in entrepreneurship, finance research and teaching.

Gate2Growth thus provides tools, infrastructure and support services directed to innovative entrepreneurs as well as to their supporters.

## 5.5 National support for innovation<sup>42</sup>

The General Secretariat for Research and Technology (GSRT) is the central agency for the administration of the Greek R&D system, responsible for drawing up and implementing national R&D strategy. Current priorities include increasing demand for new knowledge and research results, and reorganisation of the national research system to increase its market and international orientation.

### 5.5.1 TANE<sup>43</sup>

TANE<sup>43</sup>, the New Economy Development Fund, is a state-controlled investment vehicle that started operating early 2002 as a venture capital (VC) fund of funds to invest in Greek venture capital companies or VC mutual funds. TANE's mission is to finance private venture capital firms which invest in innovative enterprises in their initial stage of development.

TANE considers only investment proposals from investment organisations which focus primarily on venture capital investment in innovative businesses that are or will be active within the «new economy», e.g. telecommunications, information technology, e-commerce, biotechnology, new materials, or those with a competitive advantage arising from technology application.

TANE is financed through a annual government budget stemming from the privatisation of public companies, sales of other public assets or provision of rights.

The organisation's key challenges are to:

- Raise approximately 150 million euros until end 2004 to be spread across funds targeting Greek SMEs investing in «new economy» enterprises.
- Bridge the gap between government and venture capitalists so as to create a framework for win-win collaboration, ensuring, among other things, better transparency and a longer term vision for investments.
- Seize untapped investment opportunities in Greece.
- Extend its activities to companies outside the «new economy» sector, which still represent a very limited segment of the market.

TANE is restricted to being a minority investor in any venture, as there should be no state control of the new businesses being developed. The role of the state is to be a catalyst, not a key player.

TANE has a standard process for evaluating business plans, in the following way. First is concept clearance, which involves an initial screening of the plans submitted by those members of the fund's management team with the best expertise in the industry concerned.

<sup>(42)</sup>  
Websites for information:  
<http://cordis.europa.eu.int/greece/>  
and [http://www.gsrt.gr/default.asp?V\\_LANG\\_ID=2](http://www.gsrt.gr/default.asp?V_LANG_ID=2)

<sup>(43)</sup>  
Website for information:  
[www.taneo.gr](http://www.taneo.gr)

If the business proposal passes the first test TANEО will invite the entrepreneurs and the investment partner for an interview with the management team. Such face-to-face meetings allow the investment partner to better understand the non quantifiable aspects of the potential partnership such as the aspirations and ambition of the entrepreneurs and the personal chemistry between potential collaborators.

Finally the submission of a full business plan is requested, with an approximate 5-year projection of the business. In the final evaluation of the full business plan it passes through a legal and economic control and auditing. Last, the business plan is submitted to an investment committee that has the final word in approving, asking for clarifications / modifications or rejecting the investment.

The selection of investment organisations is based on similar criteria to those used by venture capital firms to select companies for investment. These criteria comprise the applicant's management team, the suitability of the target market, anticipated investments, deal track record, investment strategy, balance between fund size and expected deals size, financial viability and commercial and legal terms as well as evidence of support from private sector investors.

TANEО is entitled to audit the investment organisation and its investments as and when it sees fit, using the auditors of its choice. Agreements between TANEО and each investment organisation will ensure sufficient diversification of investments, that investments are made only at arms' length, in companies independent from the shareholders / participants in the investment organisation, the obligation to pay in capital contributions in cash and the protection of minority rights and the manner in which such rights are exercised.

Further, TANEО is launching an initiative for supporting and promoting the concept of business angels together with the Greek Federation of Entrepreneurs (EENE). For example TANEО will support business angels by providing a 20% downside protection in case of bankruptcy of the venture in which the business angel is investing.

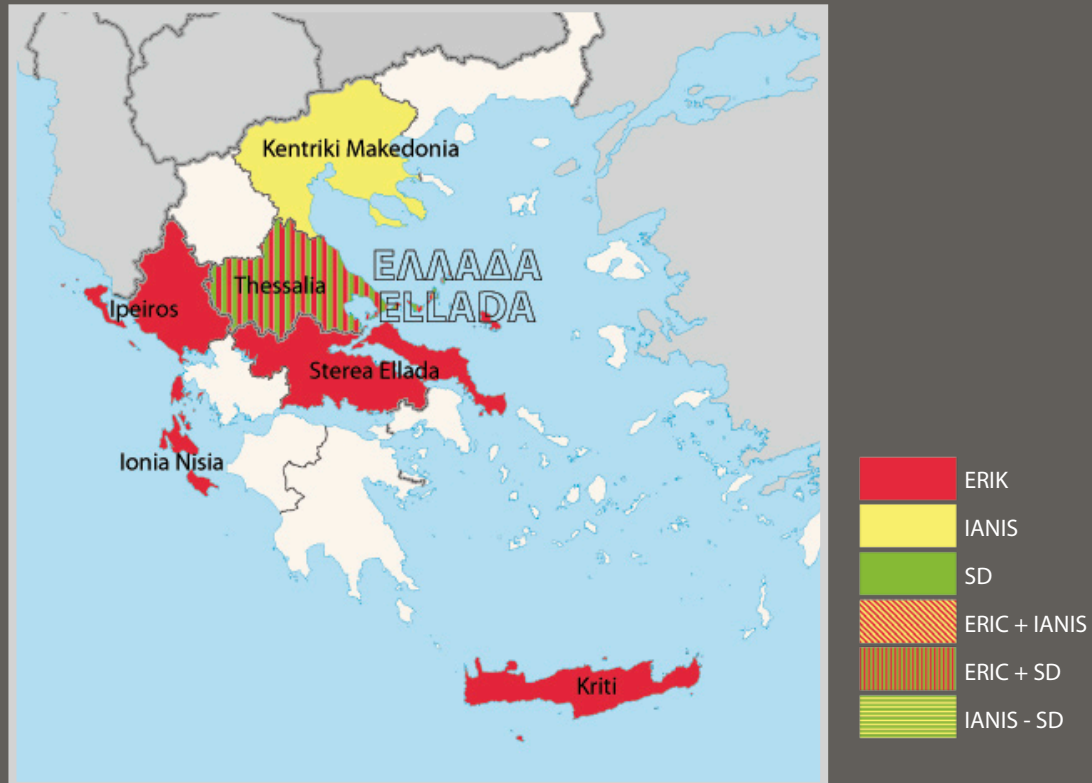
TANEО is the organiser behind the Venture Capital Forum, an annual event providing the opportunity for researchers, new entrepreneurs, start-up companies and new technology-based firms to participate in bilateral business meetings with Greek and international venture capital firms.

The International Venture Capital Forum with entrepreneurs from innovative start-up companies and new technology-based firms in Greece, Bulgaria, Cyprus, Israel, Romania and Turkey is the largest international private equity forum in Southeast Europe.

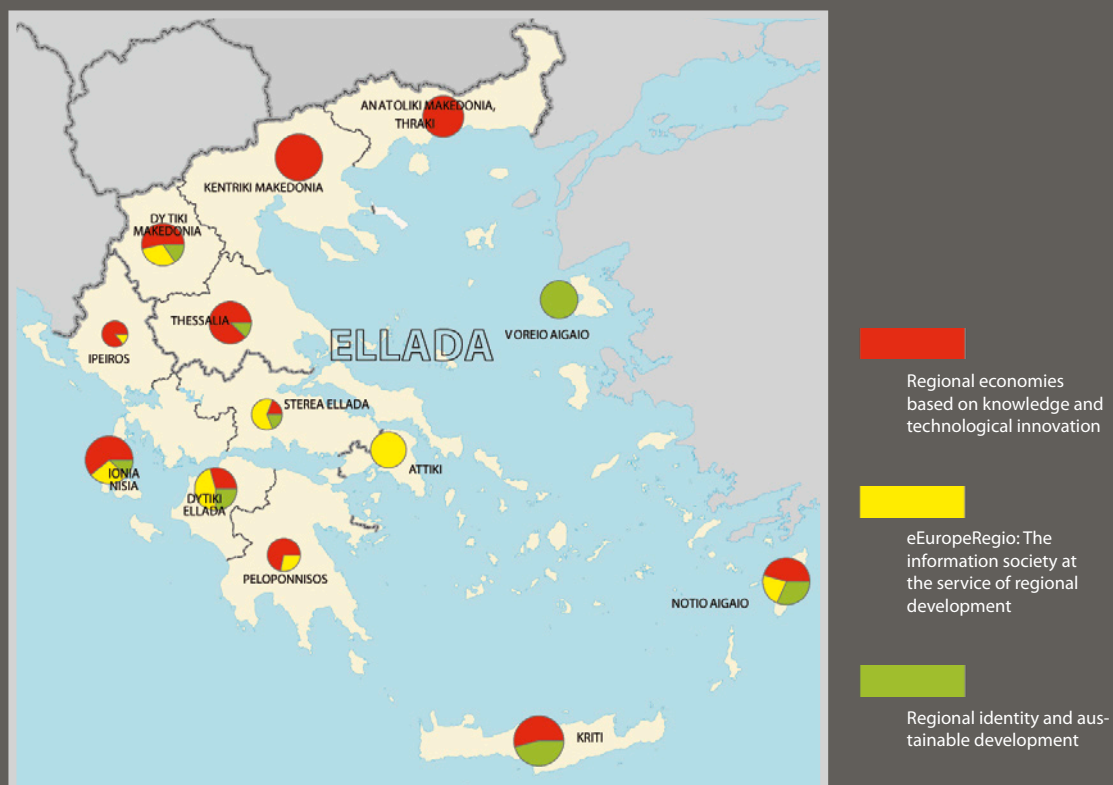


## Annex I: Maps

### Network of Innovative Actions



### Regional Programmes of Innovative Actions 2001-2006





## Annex II:

### Glossary of terms

#### Benchmarking

The measurement of performance against best practice as a means of setting goals for improvement – applied by firms to business processes or by national or regional policy-makers.

#### Best practice

The methods and achievements of recognized leader(s) in a particular field.

#### Cluster

A grouping of large companies, small and medium-sized enterprises and universities or large public research institutions operating in a particular sector and region – designed to stimulate innovative activity by promoting intensive interactions.

#### Community Support Frameworks

The Community Support Frameworks (CSF) coordinate EU regional activities, occasionally involving the four Structural Funds (ERDF – European Regional Development Fund, ESF – European Social Fund, EAGGF - European Agricultural Guidance and Guarantee Fund, FIFG - Financial Instrument for Fisheries Guidance) and the EIB - European Investment Bank. In each case, however, the projects must be incorporated into plans already developed by national authorities, regional authorities and their economic partners.

#### EU-15 / EU-25

Euro-jargon acronyms referring respectively to the 15 and 25 “European Union” Member States before and after 01/05/2004.

#### European Regional Development Fund (ERDF)

The ERDF is intended to help reduce imbalances between regions of the Community. The Fund was set up in 1975 and grants financial assistance for development projects in the poorer regions. In terms of financial resources, the ERDF is by far the largest of the EU's Structural Funds.

#### IMTs

Innovation Management Techniques. Methodologies and tools supporting the process of innovation. IMTs operate in R&D, innovation finance, technology transfer, product / process development, and technology networking.

#### Managing Body

An organisation assigned to carry out the management and administration of a PRAI

#### NUTS

The Nomenclature of Territorial Units for Statistics (NUTS) was created by the European Office for Statistics (Eurostat) in order to create a single and coherent structure of territorial distribution. It has been used in the Community legislation pertaining to the Structural Funds since 1988.

The current nomenclature subdivides the 15 countries of the European Union into:

- 78 NUTS level 1 territorial units: the German Länder, regions in Belgium, Denmark, Sweden, Ireland, Wales and Scotland, the areas included in the spatial planning study ZEAT in France, and other large regions.
- 210 NUTS level 2 territorial units: the autonomous regions in Spain, French regions and overseas departments (DOM), the Belgian and Dutch provinces, the Italian regions, the Austrian Länder, the German ‘Regierungsbezirke’ (primary administrative sub-division of a Land) etc.
- 1093 NUTS level 3 territorial units: the Nomoi in Greece, the Maakunnat in Finland, the Län in Sweden, the Kreise in German, the French departments, the Spanish and Italian provinces etc.

Eligibility for Objective 1 as well as for the PRAIs is principally defined with reference to NUTS level 2, while Objective 2 areas are generally defined with reference to NUTS level 3.

## Objectives 1 and 2

The Agenda 2000 reform of the structural funds focuses assistance available under the Community's regional policy on crucial development problems. The present rules thus envisage the setting of three priority objectives, as compared with six previously.

**Objective 1:** promotes the catching-up of the economies of regions whose development is lagging behind. It is "regionalised" in that it applies to statistically demarcated regions. Only those whose per capita GDP is less than 75% of the Community average are eligible. The seven "outermost" regions, the areas in Sweden and Finland with very low population density and Northern Ireland also receive assistance. In all, Objective 1 covers sixty or so regions in thirteen Member States. Transitional support is also available over a seven-year period for the regions previously eligible between 1994 and 1999 and a performance reserve for the most virtuous regions has been set up. Objective 1 receives 70% of the structural funds' budget (i.e. 137 billion over seven years), which is broken down between the four funds (ERDF, ESF, EAGGF Guidance Section and FIFG). Basic infrastructures, the development of human resources, investment in research and innovation, and the information society are the four main priority areas.

**Objective 2:** contributes to the economic and social conversion of regions in structural difficulties. It is also regionalised: the demarcation of eligible areas depends both on national and European population ceilings (18% of the Union's population) and on specific socio-economic criteria. Four categories of eligible area are defined: areas undergoing economic change in industry and the service sector, declining rural areas, urban areas in difficulty and depressed areas dependent on fisheries. Since all their territory is eligible under Objective 1, Greece, Ireland and Portugal do not qualify for assistance under Objective 2. Transitional support is also available for the regions previously eligible under Objectives 2 and 5(b) during the period 1994-99. The Objective 2 budget amounts to 22.5 billion over seven years (11.5% of the total budget) and is financed by the ERDF and the ESF.

## Operational programme

It means the document approved by the Commission to implement a Community Support Framework and comprising a consistent set of priorities comprising multiannual measures and which may be implemented through recourse to one or more Funds, to one or more of the other existing financial instruments and to the European Investment Bank. An integrated operational programme means an operational programme is financed by more than one Fund.

## Spin-off / Spin-out

A new company established to commercialise the knowledge and skills of a university or corporate research team.

## Start-up

A newly formed company.

## Structural Funds

The EU's Structural Funds are administered by the Commission to finance Community structural aid. They comprise the Guidance Section of the EAGGF for agriculture, the Regional Fund for structural aid under the regional policy, the Social Fund for social policy measures, and the Financial Instrument for Fisheries (FIFG). Financial support from the Structural Funds mainly goes to the poorer regions to strengthen the Union's economic and social cohesion so that the challenges of the single market can be met right across the EU.

## SWOT analysis

An analysis technique comparing the internal Strengths and Weaknesses against the external Opportunities and Threats

## Technology audit

A formal method for evaluating a company's technology assets and requirements.

## Technology transfer

The transfer of technology or know-how between organisations through licensing or marketing agreements, co-development arrangements, training or the exchange of personnel.

## Annex III:

### Abbreviations

CSF	Community Support Framework
DG	Directorate General
EC	European Commission
ERDF	European Regional Development Fund
EU	European Union
GNP	Gross National Product
ICT	Information and Communication Technologies
R&TD	Research & Technology Development
ROP	Regional Operating Programme
SME	Small and Medium-sized Enterprise

PRAI, RPIA	Regional Programme of Innovative Actions
RTP	Regional Technology Plans
RTT	Pluri-Regional Technology Transfer Projects
RIS, RIS+	Regional Innovation Strategies
IRISI	Inter-Regional Information Society Initiative
RISI 1, RISI 2, RISI+	Pluri-Regional Pilot Projects / Applications in the field of the Information Society
RITTS	Regional Innovation and Technology Transfer Strategies
TRIPS	Trans-Regional Innovation Projects
RIS-NAC	Regional Innovation Strategies for Newly Associated Countries
KnowREG	Regions of Knowledge initiative

## Annex IV:

### Summaries of the Greek Regional Programmes of Innovative Actions

Greece is divided into 13 regions, which constitute the decentralised administrative units of the state according to Law 2503/1997<sup>44</sup>. This division follows the 2000-2006 period NUTS level 2 area classification for Greek regions as pictured in the following table.

NUTS 2	Region	PRAI
GR11	Anatoliki Makedonia & Thraki (Eastern Macedonia & Thrace)	Technogenesis in REMTh
GR12	Kentriki Makedonia (Central Macedonia)	Excellence-in-CM
GR13	Dytiki Makedonia (West Macedonia)	K-CLUSTERS
GR14	Thessalia (Thessaly)	INVENT
GR21	Ipeiros (Epirus)	ENTI
GR22	Ionía Nisia (Ionian Islands)	3 I
GR23	Dytiki Ellada (Western Greece)	INNACT - RWG
GR24	Stereá Ellada (Continental Greece)	RISE
GR25	Peloponissos (Peloponnese)	RIPE
GR3	Attiki (Attica)	ARI-ACT
GR41	Voreio Aigaio (North Aegean)	NAIAS
GR42	Notio Aigaio (South Aegean)	ISTOS
GR43	Kriti (Crete)	CRINNO

Subsequently a two page summary of the 13 Regional Programmes of Innovative Actions (PRAIs) with the relevant contact information is provided.

For more information on PRAIs at the EU level contact should be made with:

European Commission

Directorate General Regional Policy

Directorate Thematic development, impact, evaluation and innovative actions

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## Introduction to Regional Innovation

**F**ollowing the overall analysis of the situation concerning Innovation in Greece, it is very interesting to see in detail the actions of the Programs, in order to be able to form a detailed picture of the spectrum and the variety of the approach to Innovation undertaken by the Greek Regions.

Especially for the Region of Western Macedonia, a traditionally isolated Region and society, this edition constitutes an important tool in assisting the local actors to know the visions and ambitions, as well as the efforts undertaken for the implementation of innovative actions and activities from the other Greek Regions. Therefore, this edition is expected to positively contribute towards widening up the perspective of the local actors and increasing the added value of the planning of their future innovative actions at all levels and namely during the preparation of the next generation of the Regional Operational Program.

On the other hand, this edition contributes towards strengthening the already close relations developed among the Greek Regions that actually form a virtual forum for the exchange of ideas and experiences for projects, interventions and actions in the field of Innovation. It is certain that the registration of all the Greek Innovative Actions in one edition will assist the enrichment and dissemination of the database of Hellenic Innovation.

Finally, the brief description of the various actions of the Greek Innovation Programs will form an ideal background for the familiarization of the Regions of the neighbouring countries with Innovation in Greece, a request often expressed to the representatives of the Greek Programs of Innovation. The focal point of this attempt is the enrichment of the think tank of these countries with examples and cases of actions implemented in their vicinity, by people with a very similar mentality and attitude. Thus, they can more easily exploit the rich experience acquired and adapt it to the specific local conditions, in the framework of their future effort of introducing Innovation within their economy and, ultimately, into their society.

Considering this edition an important effort that increases the overall added value of the implementation of the Innovative Actions in Greece, I invite you to read in the following pages the Innovative Actions of the Greek Regions.

**Yannis Fallas**

Project Manager of the “K-Clusters”

Innovative Actions of the Region of Western Macedonia

## Hellenic Regions



### Programme Acronym

K-Clusters

### Themes

- ✓ Technological Innovation
- ✓ Information Society
- ✓ Regional Identity & Sustainable Development

### Duration

32 months

05/2003-12/2005

### Funding (estimated)

ERDF € 2.500.000

Public € 750.000

Private € 750.000

### Web-site

[www.pepdym.gr](http://www.pepdym.gr)

### Thematic Networks

- ERIK
- IANIS
- Sustainable Development
- ✓ National Innovation Network

### Sectors

- Energy
- Brown Coal Ash Residue
- Marble
- Fur, Leather
- Wood
- Special material recycling

### Managing Body

Management Authority for the ROP of the Region of West Macedonia

### Strategy

The proactive policy of “k-clusters” is to create the public-private partnership that can play an important role in developing knowledge generation through inter-regional collective learning and cross-sector interactive processes. Thus, the SME's (private sector) look for their own path to face the economic challenges by seeking innovative activities and the regional authorities consider a larger role in building innovation policy efficiency and in promoting competitiveness. The cluster approach will not produce “competence”, especially in the small or “family run” firms of Western Macedonia, unless this networking is sponsored by a collective regional interest that will act horizontally and which can:

- Provide continuous flow of communication and knowledge transfer capability
- Promote innovation and collectively attract third party financing

### Partnership

- General Secretary of the Region of West Macedonia
- Director and representatives of R.O.P. Management Authority
- Director and representatives of the Regional Development Fund
- Innovation Experts
- Representative of Ministry of National Economy and Finance
- Representative of Ministry of Macedonia & Thrace
- President of West Macedonia Technical Chambers Branch
- President of Kozani Chambers of Commerce & Industry
- Representative of Solid Fuel Technology and Applications Institute
- Director of Hellenic Fur Center
- Director of Grevena Development Agency (ANGRE S.A.)
- Director of Intermunicipal Waste Management Agency (DIADYMA S.A.)
- Representative of University of Western Macedonia
- Representative of URENIO Research Unit
- Representative of University of Thessaly
- Director of Development Program Direction (ANKO S.A.)
- President of West Macedonia Economic Chambers Branch



## Region

Dytiki Makedonia

## Status

Objective 1 area

## Surface Area (in sq. km)

9.451

## Population

293.015

## Regional Innovation history

RIS (1996-1999)

RIS + (2000-2002)



[www.perdytmak.gr](http://www.perdytmak.gr)

## Further information

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## Theme: Technological Innovation

*Sub-theme: Business Advisory services: Technology forecasting and Technology Audits in SMEs*

Development of Innovation in the sector of Marble.



[www.tdm.tee.gr/mar.in.gr](http://www.tdm.tee.gr/mar.in.gr)

## Theme: Technological Innovation

*Sub-theme: Clusters and business networks: development of a regional innovation strategy*

Development of Innovation in the sub-contracting supply chains of the Public Power Corporation.



[www.kozani.chambernet.gr](http://www.kozani.chambernet.gr)

## Theme: Technological Innovation

*Sub-theme: Business Advisory services: Technology forecasting and Technology Audits in SMEs*

Development of New Products with the use of the Lignite – consumption residue “tefra”.



[www.flyash.gr](http://www.flyash.gr)

## Theme: Technological Innovation

*Sub-theme: Business Advisory services: Technology forecasting and Technology Audits in SMEs*

Development of New Products, methods of manufacturing and/or development process in the Fur and Leather sectors.



[www.furs.gr](http://www.furs.gr)

## Theme: Technological Innovation

*Sub-theme: Business Advisory services: Technology forecasting and Technology Audits in SMEs*

Development of New products and/or manufacturing process and/or methods in the Wood sector.



[www.angre.gr](http://www.angre.gr)

## Theme: Regional identity and sustainable development

*Sub-theme: Services and applications for the citizen: health, administration, education*

Development of Innovation, in terms of new services and entrepreneurship, in the field of the collection, re-use and recycling of specific materials.



[www.diadyma.gr](http://www.diadyma.gr)

## Theme: Information Society

*Sub-theme: Services and applications for SMEs: electronic commerce and transactions, education and training, networking*

E-cluster knowledge tools.



[www.uowm.gr](http://www.uowm.gr), [www.urenio.org](http://www.urenio.org)

## Theme: Information Society

*Sub-theme: Services and applications for SMEs: electronic commerce and transactions, education and training, networking*

Innovative Knowledge Management.



[www.innowestmac.gr](http://www.innowestmac.gr), [www.anko.gr/eic](http://www.anko.gr/eic)



## Programme Acronym

Technogenesis in REMTH

## Themes

- ✓ Technological Innovation
- Information Society
- Regional Identity & Sustainable Development

## Duration

36 months  
01/2003-12/2005

## Funding (estimated)

ERDF € 2.800.000  
Public € 690.000  
Private € 200.000

## Web-site

[www.technogenesis.gr/index.jsp?setlanguage=en\\_US](http://www.technogenesis.gr/index.jsp?setlanguage=en_US)

## Thematic Networks

- ERIK
- IANIS
- Sustainable Development
- ✓ National Innovation Network

## Sectors

- Business services

## Managing Body

Managing Authority of the ROP of the Region of Eastern Macedonia & Thrace

## Strategy

The Technogenesis Programme introduces a pilot innovation strategy in the Region of East Macedonia and Thrace. It focuses on the development of a regional network among different segments of the regional production system, including local technological institutions, technological service providers, researchers and innovators, and sources of finance. The pilot programme is structured in the following actions and measures:

- Mobilization for likely new products ideas: Soliciting individual ideas, Soliciting group ideas, Refining ideas, Clustering of ideas, Evaluation, Technogenesis Web Gate.
- Technology Clinics.
- Investment Opportunity Forum and New Ventures Funding

## Partnership

The programme is a public-private partnership, co-ordinated by the Region's General Secretariat, with participation from:

- Local authorities and regional government
- Regional Chambers of Industry and Commerce
- Higher education and research institutions, including:
  - URENIO research Unit - Aristoteles University of Thessaloniki
  - NCRTD
  - Dimokritos University of Thrace
  - TEI of Kavala
- Thessaloniki Technology Park
- Private organisations, such as:

Brainstorming Ltd	Locus Consultants Ltd
Euroconsultants SA	Format Consultants SA
Hellenic Technology Transfer Centre SA	CITE – Centre for Innovation and Telematics
Planning SA	Capital Trust SA
Diadikasia SA	Unitech Hellas Ltd
Atlantis Consulting Ltd	Metron Consulting GP
Innovatia Ltd	DataCon Ltd
Emetris SA	Organotechnical SA
Eurotec SA	

The programme ensures participation from major stakeholders of regional innovation strategy and policy making including:

- Enlarged Prefecture of Kavala – Drama – Xanthi
- Enlarged Prefecture of Rodopi – Evros
- Local Unions of Municipalities and Communities
- The Hellenic Banks Association
- The Region's Commerce and Industry Chambers
- The Regional Development Fund of REMTh
- The Managing Authority of the ROP of REMTh
- Innovation Experts



### Region

Anatoliki Makedonia & Thraki

### Status

Objective 1 area

### Surface Area (in sq. km)

14.157

### Population

570.977

### Regional Innovation history

RITTS (1998-2001)



[www.remth.gr](http://www.remth.gr)

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### Theme: Technological Innovation

*Sub-theme: Business Advisory services: Technology forecasting and Technology Audits in SMEs*

Regional intelligence: Succeeded in mobilising people and identifying 300 ideas for innovative products and services.

### Theme: Technological Innovation

*Sub-theme: Business Advisory services: Product Innovation*

Development of 70 Business Plans for Innovative Products

### Theme: Technological Innovation

*Sub-theme: Research, Technological Development and Innovation Infrastructure*

Development of TechnoGenesis Portal to Support Regional Innovation.

### Theme: Technological Innovation

*Sub-theme: Business Advisory services: Technology forecasting and Technology Audits in SMEs*

Exercise: Technology Clinics to support the 70 new identified product ideas.

### Theme: Technological Innovation

*Sub-theme: Innovation financial engineering: Investment Opportunity Forum*

Investment Opportunity Forum to stimulate synergies for new ventures.

### Theme: Technological Innovation

*Sub-theme: Innovation financial engineering: seed and venture capital*

Provision of grants for development of new products and services.

## Programme Acronym

Excellence-in-CM

## Themes

- ✓ Technological Innovation
- Information Society
- Regional Identity & Sustainable Development

## Duration

36 months

01/2003-12/2005

## Funding (estimated)

ERDF € 3.000.000

Public € 750.000

Private € 750.000

## Web-site

[www.urenio.org/excellence/](http://www.urenio.org/excellence/)

## Thematic Networks

- ERIK
- ✓ IANIS
- ✓ Sustainable Development
- ✓ National Innovation Network

## Sectors

- Telematics
- Agro-Biotechnologies
- Industrial Processes - Materials - Nanotechnology
- Environment
- Transport networks
- Energy
- Human Resources
- Southeastern European Economic Area
- Tourism
- Health
- Consulting
- Education
- Ecological food cluster
- HTBE cluster

## Managing Body

Management Authority for the ROP Central Macedonia

## Strategy

The Programme "Excellence in Central Macedonia", focuses on the creation of an environment of innovation that will accelerate the introduction of businesses, research centres, and technology intermediary organisations of the Region to the world of business intelligence, smart products, technology watch and foresight.

The aim is to strengthen the Region's outward orientation and competitiveness through the diffusion and application of "business excellence" and "world-class manufacturing" principles, and to promote a knowledge-based regional economy.

It launches a revised strategy for regional innovation and development based on the concepts of "high tech clusters", "technology foresight" and "technology clinics", as well as experimentation with pilot actions that were never tested, which involve the major regional actors and establish permanent alliances among the learning institutions of Central Macedonia.

At the heart of the strategy are a number of selected industrial clusters representing important and emerging industries of the Region (i.e. Agriculture, Food and beverage, Textiles and clothing, Chemical products, Electrical machinery, Telecommunications, Software, Pharmaceuticals, Medical services).

Central Macedonia is looking to improve its international position and profile on the basis of innovation-driven and knowledge-based regional development.

## Partnership

- General Secretary of the Region
- Regional Development Fund
- ROP Central Macedonia Management Authority
- Federation of Industries of Northern Greece
- Associations of Exporters of Northern Greece
- Association of Information Technology Companies of Northern Greece
- Trade Unions Centre of Thessaloniki & Macedonian Employment Institute
- Centre for Research and Technology
- Aristotle University of Thessaloniki
- University of Macedonia
- Business and Cultural Development Centre
- Innovation experts



## Region

Kentriki Makedonia

## Status

Objective 1 area

## Surface Area (in sq. km)

19.146

## Population

1.792.304

## Regional Innovation history

RTP (1995-1997)

RIS+ (1999-2000)

Recite II: INNOREGIO (1999-2001)

FP5: InnoTender & Innovation-on-Line (2000-2001)



[www.rcm.gr](http://www.rcm.gr)

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## Theme: Technological Innovation

*Sub-theme: Other Research, Technological Development and Innovation projects*

Implementation of technology foresight and diffusion of results

🌐 <http://foresight.rc.auth.gr>

## Theme: Technological Innovation

*Sub-theme: Clusters and business networks: development of a regional innovation strategy*

Encouragement of clustering and co-operation of SMEs in areas of technology transfer, innovation, quality control, marketing and promotion of products.

🌐 [www.e-kepa.gr](http://www.e-kepa.gr)

## Theme: Technological Innovation

*Sub-theme: Other Research, Technological Development and Innovation projects*

New products development and diffusion to farmers and food enterprises, according to organic farming principle.

🌐 <http://biofood.sbbe.gr>

## Theme: Technological Innovation

*Sub-theme: Clusters and business networks: development of a regional innovation strategy*

Start-up of innovative business actions - High technology based enterprises.

🌐 [www.aristeia.gr](http://www.aristeia.gr)

## Theme: Technological Innovation

*Sub-theme: Business Advisory services: Technology forecasting and Technology Audits in SMEs*

Technology transfer through technology clinics.

🌐 <http://services.thestep.gr/clinics/>

## Theme: Technological Innovation

*Sub-theme: Other Research, Technological Development and Innovation projects*

Innovation and business excellence prize.

🌐 [www.techpath.gr/gr/Clinics/index.html](http://www.techpath.gr/gr/Clinics/index.html)

## Theme: Technological Innovation

*Sub-theme: SMEs innovation projects with Universities and Technology Centres*  
Creation of a internet database of best research projects; dissemination of the results and exploitation of the outcomes.

🌐 [www.vrc.gr](http://www.vrc.gr)

## Theme: Technological Innovation

*Sub-theme: Business Advisory services: Technology forecasting and Technology Audits in SMEs*

Training in innovation management.

🌐 <http://benchmarking.inatelecom.org>

## Theme: Technological Innovation

*Sub-theme: Clusters and business networks: development of a regional innovation strategy*

e-partenariat: networking of national counsellors in EU for exchanging information, expertise and methodology.

🌐 [www.e-partenariat.net](http://www.e-partenariat.net)

## Theme: Technological Innovation

*Sub-theme: Research, Technological Development and Innovation infrastructure*

Permanent observatory to support innovation-driven regional development policies.

🌐 [www.orie.gr](http://www.orie.gr)



### Programme Acronym

INVENT

### Themes

- ✓ Technological Innovation
- ✓ Information Society
- ✓ Regional Identity & Sustainable Development

### Duration

21 months

01/2002-09/2003

### Funding (estimated)

ERDF € 2.985.000

Public € 790.000

Private € 900.000

### Web-site

[www.innothessaly.gr](http://www.innothessaly.gr)

### Thematic Networks

- ✓ ERIK
- IANIS
- Sustainable Development
- ✓ National Innovation Network

### Sectors

- Tourism
- Food
- Wood

### Managing Body

Regional Development Fund of Thessaly

### Strategy

The INVENT programme aims to implement a series of cross-sectoral innovative actions in Thessaly. The programme is focused on the development of new products and encourages the establishment of innovative enterprises with links to educational institutions and research centres. INVENT reinforces the creation, dissemination and integration of knowledge within the productive fabric as a principal source of innovation and regional competitive advantage.

The objective of the programme is to develop and support the ability of enterprises in the Region of Thessaly to develop new products and services. From the overall process of new product development, our strategy pursues two aims:

- the improvement of external conditions and the regional institutional environment for the creation of new products by local companies with the support of intermediary agencies, and
- the diffusion of new product models to a large number of regional companies belonging to the sectors of manufacturing and tourism.

The main aim of improvement of the external conditions for new product development will be achieved with pilot projects focusing on the creation of business clusters enhancing creativity, technology intelligence, and technology watch, the setting up of new industrial design support centres, and the promotion of learning networks among businesses, academia and research centres. The second aim of diffusion of new product models to a large number of companies will be achieved with dissemination practices, spin-off companies, company mentoring schemes, which transfer the results obtained in specific companies and technology centres to the entire regional productive fabric.

### Partnership

- Regional Authority of Thessaly
- URENIO Research Unit
- Regional Fund for Development of Thessaly
- University of Thessaly
- Tehnology Park of Thessaly
- Development Agencies of Karditsa, Trikala, Magnesia and Larisa
- Chambers of Commerce & Industry of Larisa, Magnesia, Trikala and Karditsa
- Association of Thessalian Industries
- Association of Industries of Thessaly & Central Greece
- Technological Institute of Larisa
- EVETAM
- Metallurgical Industrial Research & Technological Development Centre
- National Centre for Agricultural Research

**Region**

Thessalia

**Status**

Objective 1 area

**Surface Area (in sq. km)**

14.037

**Population**

734.846

**Regional Innovation history**

RITTS (1994-1996)

RIS (1996-1998)

RIS + (2000-2002)

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**Theme: Technological Innovation***Sub-theme: High - Tech Start-Ups and Spin-Offs*

Providing support for the creation of 10 start-up innovative enterprises.

**Theme: Technological Innovation***Sub-theme: Mechatronics Prototyping Centre (MPC)*

Creation of a regional organization that will utilize the RISC framework in order to provide prototyping services in conjunction with the regional industries.

**Theme: Regional identity and sustainable development***Sub-theme: Innovative Products in Tourism*

Creation of a regional quality standard specification.

**Theme: Regional identity and sustainable development***Sub-theme: Innovative Agro-Ventures*

Entrepreneurship pertaining to new products/new markets for the agro-business section.

**Theme: Technological Innovation***Sub-theme: Regional Innovative Entrepreneurship Support Centre (RISC)*

Setting up of a network for mobilizing regional centres of technology transfer aimed at facilitating direct contacts between the technological council specialists and regional SMEs in the framework of "Thessaly Innovation policy".

**Theme: Technological Innovation***Sub-theme: Learning Networks and Innovation Management*

Retooling the innovation capacity of the region with the appropriate inter-regional thematic networking for best practice transfer, a regional documentation and measurement system for innovation with dissemination capabilities and a toolbox for on-line innovation.

## Programme Acronym

ENTI

## Themes

- ✓ Technological Innovation
- ✓ Information Society
- Regional Identity & Sustainable Development

## Duration

36 months

06/2003-05/2006

## Funding (estimated)

ERDF € 1.046.000

Public € 284.000

Private € 50.000

## Web-site

[www.bicepirus.gr/enti/](http://www.bicepirus.gr/enti/)

## Thematic Networks

- ✓ ERIK
- IANIS
- ✓ Sustainable Development
- ✓ National Innovation Network

## Sectors

- Tourism
- Transport
- ICT

## Managing Body

Business Innovation Centre (BIC) of Epirus

## Strategy

The program aspires to provide actual results that could influence priorities of regional strategy in a positive way. The actions aspire to develop policy orientations and measures that will speed up innovative thinking and innovation in the region. This will happen only through the collaboration of the local actors and the use of the already existing infrastructures as well as the future ones.

All actions are affected by the results of previous Community Support Frame, the strategic analysis of the region which took place in during the RIS program and the new Community Support Frame that aspires to reorientate and support local SMEs or create new ones.

The objectives of the programme are:

- The development of the region as the new western gate of Greece to Northern Greece and Europe and the use of the competitive advantages created by the new transport infrastructures.
- The further development of the urban infrastructures and services.
- The development of tourism – the protection and development of the natural and cultural regional resources.
- The sustainable development of the non-urban areas.
- The qualitative development of Human potential.

## Partnership

- General Secretary of the Region
- Prefects of Arta, Thesprotia, Ioannina & Preveza
- University of Ioannina
- Chambers of Arta, Thesprotia, Ioannina & Preveza
- Regional Fund for Development of Epirus
- BIC Epirus



## Region

Ipeiros

## Status

Objective 1 area

## Surface Area (in sq. km)

9.203

## Population

339.728

## Regional Innovation history

RIS (1998-2000)

RISI 1

RISI 2



[www.roe.gr](http://www.roe.gr)

## Further information

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## Theme: Technological Innovation

*Sub-theme: Shared business services: incubator units and creation of technology based firms*

Creation of new enterprises and supporting new innovative entrepreneurial ideas in the service industry stemming out of new regional developments such as the Egnatia highway, the port of Igoumenitsa and the University of Epirus expansion (SWOT analysis, creation of a guide on new employment opportunities, networked clusters creation, workshops organisation, awareness raising and business plan competition).

## Theme: Technological Innovation

*Sub-theme: Shared business services: incubator units and creation of technology based firms*

Innovative and flexible training (analysis of training needs related to entrepreneurship supported in previous action, pilot training actions).

## Theme: Technological Innovation

*Sub-theme: Innovation financial engineering: seed and venture capital*

Efficient promotion of private financing: creation of a guide, visits for business angels and corporate investors, matching events).

## Theme: Technological Innovation

*Sub-theme: Business Advisory services: Technology forecasting and Technology Audits in SMEs*

Regional foresight exercise, based on scenario analysis in 3 sectors (transport, tourism, ICT) and 2 main issues (Epirus and the new link gate with Western Europe, impact of EU enlargement on structural funds).

## Theme: Technological Innovation

*Sub-theme: Other Research, Technological Development and Innovation projects*

Innovation policy interface committee: 5-7 members (regional authority, BIC, university, 1 Development Company and 1 CCI) meeting every 3 months, to act as an advisory board to the Steering committee and avoid duplication of actions and focus on needs.

## Theme: Technological Innovation

*Sub-theme: Business Advisory services: Technology forecasting and Technology Audits in SMEs*

Innovation week: awareness raising on innovation, workshops, publications and training activities.

## Theme: Information Society

*Sub-theme: Services and applications for SMEs: electronic commerce and transactions, education and training, networking*

Development of an e-commerce and information management facility to assist 35-40 enterprises to introduce e-commerce into their business activity.



**Programme Acronym**

3I

**Themes**

- ✓ Technological Innovation
- ✓ Information Society
- ✓ Regional Identity & Sustainable Development

**Duration**

48 months

06/2003-05/2006

**Funding (estimated)**

ERDF € 2.880.000

Public € 850.000

Private € 900.000

**Web-site**<http://hermes.westgate.gr/3i>**Thematic Networks**

- ✓ ERIK
- IANIS
- Sustainable Development
- ✓ National Innovation Network

**Sectors**

- Tourism

**Managing Body**

Management Authority for the ROP of Ionian Islands

**Strategy**

The strategy imposed by 3I is interconnected to the regional needs to include Ionian Islands into the new era of economy while protecting the traditional business practices and retain the strong region's identity and distinctive cultural characteristics.

This strong social need drives the region into policies for inclusion of only "soft technologies" and the blending of digital services into traditional services providing information and context for the creation of innovative actions in the tourism sector

**Partnership**

- Regional Authority of Ionian Islands
- Management Authority for the ROP of Ionian Islands
- Regional Development fund of Ionian Islands
- Research Academic Computer Technology Institute (RACTI) – Telematics Center of Western Greece, Epirus and Ionian Islands department.
- The Industrial and Commercial Chambers of the Ionian Islands
- Tourism Corporation of the Ionian Islands (ETIN)
- Aristotle University – Urenio Research Unit

**Region**

Ionia Nisia

**Status**

Objective 1 area

**Surface Area (in sq. km)**

2.307

**Population**

193.734

**Regional Innovation history**

-

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**Theme: Technological Innovation***Sub-theme: Business Advisory services: Technology forecasting and Technology Audits in SMEs*

Innovative knowledge management: awareness (campaign, technology transfer events, etc.), support to innovation business planning and marketing with consultants, portal to provide commercial and innovation services concerning the Ionian Islands.

**Theme: Technological Innovation***Sub-theme: Shared business services: incubator units and creation of technology based firms*

Innovative start-ups and spin-offs in the tourism sector (10 firms to be created, training activities, search for third party financing, etc.).

**Theme: Information Society***Sub-theme: Services and applications for SMEs: electronic commerce and transactions, education and training, networking*

Digital Ionian Islands: creation of a digital platform to provide digitized information (travel, leisure, business, shopping, cultural events, what to see, etc.) to be used for new innovative services in the tourism sector.

**Theme: Information Society***Sub-theme: Services and applications for the citizen: health, administration, education*

Intelligent regional risk management system integrating a large set of environmental and related socio-eco databases, a GIS and a rule-based expert system for the assessment of environmental issues.

**Theme: Regional identity and sustainable development***Sub-theme: Ecological tourism*

Quality in tourism: Enhancing the qualitative characteristics of regional tourism economy and supporting a regional enterprise benchmarking in the tourism sector.

## Programme Acronym

INN-ACT

## Themes

- ✓ Technological Innovation
- ✓ Information Society
- ✓ Regional Identity & Sustainable Development

## Duration

27 months

01/2002-03/2004

## Funding (final)

ERDF € 2.852.265

Public € 113.251

Private € 643.895

## Web-site

[www.ptapde.gr/projects/innact](http://www.ptapde.gr/projects/innact)

## Thematic Networks

ERIK

IANIS

Sustainable Development

- ✓ National Innovation Network

## Sectors

- Innovation transfer to SMEs
- Entrepreneurship
- Health
- Organic Farming

## Managing Body

Regional Development Fund of  
Region of Western Greece

## Strategy

The region of Western Greece elaborated a Programme of innovative actions, which was aiming at supporting decisively the innovation in its geographical and administrative limits while at the same time reducing the "technology gap" that separates it from other more developed regions in the European Union. Towards this aim it has chosen to cover through a well-planned number of actions all the three strategic themes of the ERDF Innovative Actions with the view of vivifying its regional economy, boosting its regional development, and stressing and maintaining its regional identity. The proposed extensive use of the new information and communication technologies warrants the efficiency of the endeavour and ensures the success of the Programme. RWG attempts to play a supplementary but crucial role to the application of state-of-the-art and emerging innovative mechanisms and processes to high priority regional sectors of its responsibility, such as competitiveness of SMEs, health and safety of citizens, transition to the new digital economy, and support of the traditional production sector.

## Partnership

- University of Patras
- Hellenic Open University
- National Documentation Centre
- Chamber of Achaia
- Chamber of Ilia
- Chamber of Etoloakarnania
- Business Innovation Centre of Western Greece
- Development Enterprise of Achaia Prefecture
- Electronic Trade Centre of Western Greece
- Knowledge S.A.
- PE.SY.P. of Western Greece
- School of Medicine (Surgery / Orthopaedics)
- Atmel S.A.
- Institute of Biomedical Technology
- Industrial Systems Institute
- Interamerican (Health) S.A.
- Group 4 Securitas S.A.
- National Agricultural Research Foundation
- Institute of Chemical Engineering and High Temperature Chemical Processes / Foundation for Research & Technology
- Bio-Network West Hellas



## Region

Dytiki Ellada

## Status

Objective 1 area

## Surface Area (in sq. km)

11.350

## Population

707.687

## Regional Innovation history

- RISI 2



[www.westerngreece.gr](http://www.westerngreece.gr)

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## Theme: Technological Innovation

*Sub-theme: Business Advisory services: Technology forecasting and Technology Audits in SMEs*

Promotion and implementation of innovations for strengthening SMEs competitiveness through recent technological advances.



[www.innovationpde.gr](http://www.innovationpde.gr)

[www.bicwgreece.gr/clusterobservatory/main.htm](http://www.bicwgreece.gr/clusterobservatory/main.htm)

## Theme: Information Society

*Sub-theme: New business processes for SMEs through ICT: tele-working, innovation, virtual firms, etc.*

SMEs support for easy transition to the new digital economy.



[www.ike.gr/dpSearch.do?context=905](http://www.ike.gr/dpSearch.do?context=905)

[www.ike.gr/catalogToSimpleSearchForm.do?context=401](http://www.ike.gr/catalogToSimpleSearchForm.do?context=401)

[www.be24.gr/ike/index.html](http://www.be24.gr/ike/index.html)

[www.bicwgreece.gr/bicawards/main.htm](http://www.bicwgreece.gr/bicawards/main.htm)

## Theme: Information Society

*Sub-theme: Services and applications for the citizen: health, administration, education*

Use of innovative services in the health and safety sectors for the citizens.



[www.ptapde.gr/projects/innact/ERGO\\_3.1.pdf](http://www.ptapde.gr/projects/innact/ERGO_3.1.pdf)

[www.ptapde.gr/projects/innact/ERGO\\_3.2.pdf](http://www.ptapde.gr/projects/innact/ERGO_3.2.pdf)

[www.ptapde.gr/projects/innact/ERGO\\_3.3.pdf](http://www.ptapde.gr/projects/innact/ERGO_3.3.pdf)

## Theme: Regional identity and sustainable development

*Sub-theme: Other Regional Identity & Sustainable Development projects*

Support of organic farming by adoption of innovative technologies.



[www.ptapde.gr/projects/innact/ERGO\\_4.1.B.pdf](http://www.ptapde.gr/projects/innact/ERGO_4.1.B.pdf)

[www.ptapde.gr/projects/innact/ERGO\\_4.2.pdf](http://www.ptapde.gr/projects/innact/ERGO_4.2.pdf)

[www.nagref.gr/PPIP/biodiktyo](http://www.nagref.gr/PPIP/biodiktyo)

[www.bionetwesthellas.gr](http://www.bionetwesthellas.gr)

### Programme Acronym

RISE

### Themes

- ✓ Technological Innovation
- ✓ Information Society
- ✓ Regional Identity & Sustainable Development

### Duration

29 months

01/2002-05/2004

### Funding

ERDF € 1.533.322

Public € 383.331

Private € 52.825

### Web-site

[www.ipa.panteion.gr/rise](http://www.ipa.panteion.gr/rise)

### Thematic Networks

- ✓ ERIK
- IANIS
- Sustainable Development
- ✓ National Innovation Network

### Sectors

- Environmental Management
- SMEs and Competitiveness
- Cultural Development
- Heritage Management and Virtual Reality

### Managing Body

Regional Development Institute,  
Panteion University of Athens

### Strategy

The programme's actions are focused on the following strategic directions:

- provision of new services and improvement of the competitiveness of SMEs,
- Regional Development and New Technologies, and
- enhancement of Regional identity

The programme's actions formulate specific strategic options in accordance with the Region's aims and objectives, as well as with other regional or European policies. Their aim is to create an environment that encourages initiatives on the part of local institutions and enterprises and to set the foundation for wider partnerships.

With the realization of these actions:

- new economic activities and services are encouraged,
- links are created between research centres and enterprises in order to handle environmental issues,
- culture and new technologies are linked, and
- cultural tourism is being developed.

### Partnership

- Sterea Ellada Region
- Regional Development Institute
- Chambers of Commerce and Industry of the Region
- Prefectural Governments
- Unions of Local Authorities of the Region
- Municipalities (local authorities) of the Region
- Technological Educational Institutes of Lamia, Halkida
- National Agricultural Research Foundation
- Ceramics and Refractories Technological Development Company (CERECO SA).

**Region**

Sterea Ellada

**Status**

Objective 1 area

**Surface Area (in sq. km)**

15.549

**Population**

582.280

**Regional Innovation history**

RIS (1998)

RIS + (2000-2002)



www.stereaellada.gr

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**Theme: Technological Innovation***Sub-theme: Other Research, Technological Development and Innovation Projects*

Establishment of a network of research centers and enterprises for the development of environmental management systems.

[http://195.130.65.33:8080/rise\\_act1](http://195.130.65.33:8080/rise_act1)**Theme: Information Society***Sub-theme: Services and applications for SMEs*

Innovative Support Plan for the support of the SME for the New Economy and the Improvement of the Competitiveness.

<http://e-market.heletel.gr><http://e-partnership.heletel.gr>**Theme: Information Society***Sub-theme: Other Information Society projects*

Establishment of Electronic Cultural Multi-use Grounds in remote and isolated areas in existing cultural centers and cultural infrastructures.

[http://62.103.215.197:8080/monuments/ITEMS\\_list.jsp](http://62.103.215.197:8080/monuments/ITEMS_list.jsp)**Theme: Regional identity and sustainable development***Sub-theme: Cultural heritage and tourism*

Implementation of new technologies (Virtual Reality) in cultural and historic areas for the provision of new specialized services in the field of cultural tourism and the increase of the flow of tourism in the region.

<http://mimermak.static.otenet.gr/rise/html/drasis4.html>

## Programme Acronym

RIPE

## Themes

- ✓ Technological Innovation
- ✓ Information Society
- Regional Identity & Sustainable Development

## Duration

27 months

01/2002-03/2004

## Funding (estimated)

ERDF € 1.913.600

Public € 478.400

Private € 173.000

## Web-site

[www.ripenet.gr](http://www.ripenet.gr)

[www.rinonet.org](http://www.rinonet.org)

## Thematic Networks

- ERIK
- IANIS
- Sustainable Development
- ✓ National Innovation Network

## Sectors

- Business incubator
- Promotion of traditional products
- Telecottages
- Ecotourism
- Information Society Services

## Managing Body

Chamber of Arcadia

## Strategy

The programme is designed to prepare the ground and pave the way for introducing the culture and practice of innovation as a core element of the development strategy and action of the region. The actions proposed include a RIS-type regional innovation strategy & action plan to guide the region in this field over this decade and pilots that strengthen entrepreneurship in priority areas of economic development and use information society to enhance the socio-economic sustainability of the rural areas of the region and strengthen the quality to the regional development process through increased transparency, accountability and participation. The programme produced a relevant, realistic and balanced plan of action for funding innovation through the 3<sup>rd</sup> Community Support Framework for the 2004-2006 period, and built the necessary political partnership, technical mechanisms and resources for its successful implementation.

## Partnership

- The Regional Secretariat, which was the regional state authority responsible for regional development policy and programmes and for a broad range of state functions in the region, along with the Regional Fund Office.
- The five chambers of commerce and industry (Arcadia, Argolida, Messinia, Lakonia, Korinthia), which represent the 40 000 enterprises of the region.
- The newly established University of Peloponnese, which represented the main evaluation unit for technical deliverables of RIPE relevant to Information Society initiatives, due to the operation of specialised departments in IT matters.
- Local Authorities members of the regional development company "Peloponnese"

**Region**

Peloponnisos

**Status**

Objective 1 area

**Surface Area (in sq. km)**

15.409

**Population**

607.428

**Regional Innovation history**

-

[www.peloponnisos.gr](http://www.peloponnisos.gr)**Further information****Anna Andricopoulou**

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**Theme: Technological Innovation***Sub-theme: Other Research, Technological Development and Innovation projects*

Set-up of a regional innovation strategy and an action plan to promote innovation, building partnership and consensus through research & analysis, and the identification of sectoral priorities & prospective innovative action projects.

[www.infopeloponnisos.gr](http://www.infopeloponnisos.gr)**Theme: Technological Innovation***Sub-theme: Other Research, Technological Development and Innovation projects*

Regional Ecotourism Support Centre: Developing the region as an ecotourism destination.

Marketing strategy and action plan for ecotourism.

[www.ecotourism.gr](http://www.ecotourism.gr)[www.ecotravel.gr](http://www.ecotravel.gr)**Theme: Technological Innovation***Sub-theme: Shared business services: incubator units and creation of technology based firms*

Establishment of a Virtual Business Incubator Facility offering business advice services on-site and developing business tools.

[www.agapinor.gr](http://www.agapinor.gr)[www.infopeloponnisos.gr](http://www.infopeloponnisos.gr)**Theme: Technological: Innovation***Sub-theme: Shared business services: incubator units and creation of technology based firms*

Establishment of a centre for business cooperation in traditional products (food & craft sectors), including support and development of new products and markets.

[www.infopeloponnisos.gr](http://www.infopeloponnisos.gr)**Theme: Information Society***Sub-theme: Other Information Society projects*

Establishment of two Telecottages for providing ICT services to Rural Areas (self-training, e-games, e-auctions).

[www.telecottage.gr](http://www.telecottage.gr) - [www.telecottages.gr](http://www.telecottages.gr)**Theme: Information Society***Sub-theme: Other Information Society projects*

A Regional Development Information System based upon 4 axes:

MARKETS - PRODUCTS: Monitoring of markets, technologies and new products in the three most important sectors of the region, drinks-food, equipment, tourism.

NEW INVESTMENTS: Investment opportunities guide for new investments in the region.

BUSINESS PERFORMANCE: Comparative evaluation-measurement of the Peloponnesian Businesses Benchmarking)

REGIONAL PERFORMANCE: Comparative evaluation of the region in terms of innovation and entrepreneurship.

[www.infopeloponnisos.gr](http://www.infopeloponnisos.gr)



## Programme Acronym

ARI-ACT

## Themes

- Technological Innovation
- ✓ Information Society
- Regional Identity & Sustainable Development

## Duration

30 months  
05/2003-10/2005

## Funding (estimated)

ERDF €1.938.000  
Public € 484.500  
Private € 287.500

## Web-site

[www.ariact.gr](http://www.ariact.gr)

## Thematic Networks

- ERIK
- IANIS
- Sustainable Development
- ✓ National Innovation Network

## Sectors

- Environment
- Health
- Transport
- Governance
- Waste management

## Managing Body

Business Innovation Centre (BIC) of Attica

## Strategy

The objective of the proposed programme is to introduce in a robust way the element of innovation into the regional development process of the region of Attica in the field of the quality of life. This is a field of particular importance for the region, especially for the population of the urban conurbation of Athens. The approach adopted by the programme to pursue this objective is to select four core areas of quality of life in an urban context: urban transport, health care, environment protection and community empowerment and investigate the potential of Information Society for tackling key problems in each of these four areas through pilot actions. Each pilot action is expected to lead to a concrete application in its respective area and at the same time pave the way for an overall regional innovation strategy and action plan in that area. The programme partnership includes a wide range of partners. The majority come from the public sector and the RTD community. This is to be expected given the role of public services in the area of the quality of life and maximises the prospects for mainstreaming and the utilisation of the programme's outcomes by the region's policy makers and institutions. At the same time, there is significant private sector participation in the pilot actions, whilst the regional innovation strategy and action plan is expected to lead to entrepreneurial spin-offs in the new technology sector

## Partnership

- Leading Partner: Region of Attiki
- BIC (Business and Innovation Centre) of Attica.
- [PUBLIC BODIES] The Region of Attica, the Athens Urban Transport Authority (OASA), ODDY S.A - Management Organisation of Public Material, the A' Regional Health Authority of Athens and the Sismanoglion General Hospital.
- [LOCAL AUTHORITIES] The municipalities of Chaidari, Agia Varvara, Argyroupoli, Byronas, Pallini and Maroussi, as well as the Association of Communities and Municipalities in Attica Region and the Local Union of Municipalities of Attica.
- [UNIVERSITIES] National Technical University of Athens - Department of Transportation Planning and Engineering and the Laboratory of Mining and Environmental Technology, and Metallurgy, University of Athens - Faculty of Nursing, Centre of Health Services Management and Evaluation, Panteion University - Institute of Urban Environment and Human Resources.
- [PRIVATE BODIES] PRISMA - Centre for Development Studies, POLY-ECO S.A., PROTON LABS Ltd., PAPAPOSTOLOU S.A., Cardiological Center of Athens SA.



## Region

Attiki

## Status

Objective 1 area

## Surface Area (in sq. km)

3.808

## Population

3.523.407

## Regional Innovation history

RITTS

Regions of Knowledge



[www.pepatt.gr](http://www.pepatt.gr)

[www.athens-attica.com](http://www.athens-attica.com)

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## Theme: Information Society

*Sub-theme: New business processes for SMEs through ICT : tele-working, innovation, virtual firms, etc*

A Regional Innovation Strategy will be elaborated covering the four areas of the programme, namely urban transport, health-care, environment protection and community empowerment, as well as four additional economic fields that are of high importance to the regional economy, namely food industry chemical industry, tourism and culture and finally energy.

## Theme: Information Society

*Sub-theme: Services and applications for the citizen: health, administration, education*

Development of an intermodal traffic information service in the Athens greater area.



[www.transport.ntua.gr/map/el/index.php](http://www.transport.ntua.gr/map/el/index.php)

## Theme: Information Society

*Sub-theme: Other Information Society projects*

Development of an integrated management system of waste electronic equipment (e-waste) and its pilot implementation in the Region of Attica.

## Theme: Information Society

*Sub-theme: Services and applications for the citizen: health, administration, education*

Development and test in real conditions of an easy to use Home telecare system (e-home health care).



[www.e-localdemocracy.gr](http://www.e-localdemocracy.gr)

## Theme: Information Society

*Sub-theme: Services and applications for the citizen: health, administration, education*

Public information service for community empowerment (e-democracy) which provides information on public and private developments in the urban area 5 municipalities of the Region.

## Programme Acronym

NAIAS

## Themes

Technological Innovation

Information Society

✓ Regional Identity & Sustainable Development

## Duration

30 months

01/2002-06/2004

## Funding (estimated)

ERDF € 2.004.373

Public € 501.093

Private € 621.810

## Web-site

[www.naias.gr](http://www.naias.gr)

## Thematic Networks

ERIK

IANIS

Sustainable Development

✓ National Innovation Network

## Sectors

- Business
- Entrepreneurship
- Environment

## Managing Body

Chamber of Lesvos on behalf of all three chambers of North Aegean (Lesvos / Chios / Samos)

## Strategy

The proposed project aims at contributing to the transformation of this insular, border, and poor region to a dynamic, innovative region in the new knowledge based economy. The pilot actions proposed address the needs for innovative culture, competitiveness, e-business, green products, new, traditional products, and better environment. These are:

- the use of innovation management technique (IMT)
- the use of modern services on business planning, and internationalization
- the use of portal e-commerce system
- the provision of local eco-label, using integrated product schemes
- the production of new products, from traditional resources
- the use of an innovative olive oil waste water treatment system.

These actions are part of the innovation action plan, already developed through the RITTS program. The adaptation of these actions into the mainstream ERDF programmes, requires prior pilot, small scale testing in order to access the effectiveness, the added value, and the best method for implementation.

## Partnership

- Secretariat General of the Region
- University of Aegean
- Chamber of Lesvos
- Chamber of Samos
- Chamber of Chios
- Cooperative Bank of Lesvos
- Synthesis Ltd.



## Region

Voreio Aigaio

## Status

Objective 1 area

## Surface Area (in sq. km)

3.840

## Population

199.231

## Regional Innovation history

RITTS (1999-2000)



[www.northaegean.gr](http://www.northaegean.gr)

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## Theme: Regional Identity - Sustainable Development

*Sub-theme: Other Regional Identity & Sustainable Development projects*  
 Innovation management audits in selected micro companies.

## Theme: Regional Identity - Sustainable Development

*Sub-theme: Other Regional Identity & Sustainable Development projects*  
 Internationalization and business planning support; provision of specialized services on issues of business planning and internationalization.



[www.epikentro-lesvos.net](http://www.epikentro-lesvos.net)

[www.samoscci.gr](http://www.samoscci.gr)

[www.echios.com](http://www.echios.com)

## Theme: Regional Identity - Sustainable Development

*Sub-theme: Other Regional Identity & Sustainable Development projects*  
 Introduction of e-commerce into business activity; development of an e-commerce portal facility (C2B, B2B).



[www.e-lesvos.net](http://www.e-lesvos.net)

## Theme: Regional Identity - Sustainable Development

*Sub-theme: Other Regional Identity & Sustainable Development projects*  
 Introduction of a responsibility label for local companies.



[www.responsibility.gr](http://www.responsibility.gr)

## Theme: Regional Identity - Sustainable Development

*Sub-theme: Other Regional Identity & Sustainable Development projects*  
 Development and promotion of local eco-label for selected traditional products.

## Theme: Regional Identity - Sustainable Development

*Sub-theme: Other Regional Identity & Sustainable Development projects*  
 Development of innovative products using same raw materials and resources used for the production of current goods.



[www.aegean.gr/environment/eda/naias](http://www.aegean.gr/environment/eda/naias)

## Programme Acronym

ISTOS

## Themes

- ✓ Technological Innovation
- ✓ Information Society
- ✓ Regional Identity & Sustainable Development

## Duration

24 months

01/2004-12/2005

## Funding (estimated)

ERDF € 2.985.000

Public € 790.000

Private € 900.000

## Web-site

[www.istosweb.org](http://www.istosweb.org)

## Thematic Networks

ERIK

IANIS

Sustainable Development

- ✓ National Innovation Network

## Sectors

- Tourism
- Environment
- ICT
- Entrepreneurship
- Sustainable development

## Managing Body

Chamber of Dodecanese

## Strategy

The strategic objective of the ISTOS programme is to build the necessary working environment, involving all regional stakeholders both public and private, for the promotion of sustainable development in the South Aegean Region, through the introduction of innovation.

This objective will be fulfilled with action in three strategic layers: Innovation, Sustainability, Information & communication technologies

The ISTOS programme specific objectives are:

- To promote the regions competitiveness and its ability to adopt regional development strategies to meet the needs of the social, environmental and business stakeholders.
- To push an innovative and sustainable approach into the regional development strategies of the local authorities and SMEs participating in the programme.
- To make the best use of all available, regional, national and European resources in the region in platforms for development of innovative and sustainable structures both in the private and the public sector.
- To develop public-private- partnerships in order to facilitate innovative projects in the service and tourism sector.
- To blend digital services into traditional services providing information and context for the creation of innovative actions, deriving mechanisms that will produce the incorporation of technological innovation and thus promoting the information capacity of the region.

## Partnership

- South Aegean Region
- Chamber of Dodecanese
- Chamber of Cyclades
- Development Company of Cyclades
- Association of Development and Progress of Dodecanese
- Aristotle University (URENIO Research Unit)
- University of Aegean
- Municipality of Paros
- Business Architects Consultancy S.A.



## Region

Notio Aigaio

## Status

Objective 1 area

## Surface Area (in sq. km)

5.286

## Population

257.481

## Regional Innovation history



[www.notioaigaio.gr/perifereia.asp](http://www.notioaigaio.gr/perifereia.asp)

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### Theme: Technological Innovation

*Sub-theme: Drawers of innovation*

Provision of support to 30 tourism enterprises (or 3-7 clusters of enterprises) for the implementation of projects based on innovation in the production, organization, operation and marketing functions.



[www.ebed.gr/istos.htm](http://www.ebed.gr/istos.htm)

### Theme: Information Society

*Sub-theme: Digital Aegean Island (DI.AG.I)- Digital Region*

Creation of a digital platform, containing tourism information that will facilitate the digital touring and guidance of the traveller.

### Theme: Information Society

*Sub-theme: Digital Aegean Island (DI.AG.I) - e-Destination Management & Decision Support System*

Creation of a business portal for the provision of digital commercial services, concerning local products and tourism.

### Theme: Information Society

*Sub-theme: Digital Aegean Island (DI.AG.I) - e-Business Services*

Development and promotion of effective business tools.

### Theme: Information Society

*Sub-theme: Wireless Island Area Network.*

Establishment and operation of a wireless local network in Paros.

### Theme: Regional Identity & Sustainable Development

*Sub-theme: Innovation, Sustainability and Local Agenda 21 - Sustainable Development, material flow and ecological footprint*

Construction of a practical guide for maintaining and improving economic, social and environmental sustainability at local level.

### Theme: Regional Identity & Sustainable Development

*Sub-theme: Innovation, Sustainability and Local Agenda 21 - Innovative governance and Local Agenda 21*

Elaboration of a 'Policy Guide for Innovative Governance and Local Agenda 21' and presentation to Public Policy executives in order to ensure its successful implementation at a regional level.

### Theme: Regional Identity & Sustainable Development

*Sub-theme: Innovation, Sustainability and Local Agenda 21 - Monitoring the sustainability process in the regional level*

Creation of a set of indexes for the estimation of the performance of the South Aegean islands towards sustainable development.

### Theme: Regional Identity & Sustainable Development

*Sub-theme: Innovation, Sustainability and Local Agenda 21 - Local Agenda Pilot application of Local Agenda 21 in two islands of the region.*

### Theme: Regional Identity & Sustainable Development

*Sub-theme: Regional framework for sustainable tourism - Standards for sustainable tourism*

Creation of a regional standard for sustainable tourism regarding the organization and operation of tourism enterprises.

### Theme: Regional Identity & Sustainable Development

*Sub-theme: Regional framework for sustainable tourism - Regional enterprise benchmarking in the tourism sector*

Promotion of on-line tools for enterprise benchmarking in view of supporting sustainable tourism development.

### Theme: Regional Identity & Sustainable Development

*Sub-theme: Regional framework for sustainable tourism - Support for the promotion and management of sustainable tourism and services*

Organization of a regional center for the support of innovation and sustainable tourism initiatives.



### Programme Acronym

CRINNO

### Themes

- ✓ Technological Innovation  
Information Society
- ✓ Regional Identity & Sustainable Development

### Duration

36 months

01/2003-12/2005

### Funding (estimated)

ERDF	€2.999.750
Public	€ 1.615.250
Private	€ 453.000

### Web-site

[www.innocrete.gr/](http://www.innocrete.gr/)

### Thematic Networks

- ERIK
- IANIS
- Sustainable Development
- ✓ National Innovation Network

### Sectors

- Tourism
- Handicrafts
- Business services

### Managing Body

Regional Authority of Crete

### Strategy

The prime objective of the CRINNO programme is to achieve a significant cultural change towards innovation and sustainability throughout the region and progressively develop an interactive regional innovation system capable to support the competitiveness of Cretan economy. Crucially, and to ensure that the regional innovative actions are much more than a research or academic exercise, the CRINNO programme will give much emphasis to strengthen the partnerships which consolidate the social consensus and sustainability. The CRINNO programme will also seek to mainstream the results and general approach of the programme to structural funds and other strategic programmes in Crete, identifying the means for transferring and sustaining the innovative approaches and knowledge generated to all relevant sectors. Finally, in order to ensure that the learning process is not insular, the CRINNO programme will network with other regions in Europe, to ensure that current best practice is adopted by the pilot actions and that further best practice, developed by CRINNO programme is more widely disseminated throughout the region and to other EU areas.

### Partnership

- The Regional Authority
- The Prefectures
- The Local Authorities
- The Higher Educational Institutes of Crete (Technical University of Crete, University of Crete, Technological Education Foundation of Crete)
- The Research Centers of Crete (Foundation for Research and Technology Hellas-FORTH, Institute of Marine Biology-IMBC, the Science & Technology Park (STEP-C) and three Agricultural Research Institutes)
- The Entrepreneurs Associations (Chambers of Commerce, Exporters Association, Federation of Industries, Hoteliers Association)



**Region**

Kriti

**Status**

Objective 1 area

**Surface Area (in sq. km)**

8.336

**Population**

540.054

**Regional Innovation history**

RITTS



www.crete-region.gr

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**Theme: Technological Innovation**

*Sub-theme: Other Research, Technological Development and Innovation projects*

Observatory of innovation and entrepreneurship (OBINNE), to provide information and advice to the Regional authority.

🌐 [www.innocrete.gr/](http://www.innocrete.gr/)

**Theme: Technological Innovation**

*Sub-theme: SMEs innovation projects with Universities and Technology Centres*  
 Regional network of technology supply (RENTS) to improve exploitation of research results. Creation of a platform and database on internet, meetings and awareness raising on IPRs.

🌐 [www.innocrete.gr:5500](http://www.innocrete.gr:5500)

**Theme: Technological Innovation**

*Sub-theme: Shared business services: incubator units and creation of technology based firms*

Creation of an Innovative entrepreneurship regional centre (SPINCRETE) in Heraklion as a one-stop-shop innovation service center for firms and support to creation of new firms.

🌐 [www.ebeh.gr/gr/index.asp?p=10-6](http://www.ebeh.gr/gr/index.asp?p=10-6)

**Theme: Technological Innovation**

*Sub-theme: Shared business services: incubator units and creation of technology based firms*

Stimulation of University Students Entrepreneurship through training of 80 students, "nursery of ideas" and network of mentors. (UNISTEP)

🌐 [www.liaison.tuc.gr/News/unistep/unistep.html](http://www.liaison.tuc.gr/News/unistep/unistep.html)

**Theme: Technological Innovation**

*Sub-theme: SMEs innovation projects with Universities and Technology Centres*  
 Innovative production methods applied in traditional handicraft SMEs (HEI-net), through training and support to SMEs and pilot experimentation of production techniques.

🌐 <http://xkl.epimlas.gr>

**Theme: Technological Innovation**

*Sub-theme: Business Advisory services: Technology forecasting and Technology Audits in SMEs*

Information of people located in rural areas.

🌐 [www.ypaithros.gr](http://www.ypaithros.gr)

**Theme: Regional identity and sustainable development**

*Sub-theme: Other Regional Identity & Sustainable Development projects*

Best water use innovative practices towards a sustainable water resources management (BEWARE)

🌐 <http://zeus.telecom.tuc.gr/beware/index.html>

**Theme: Regional identity and sustainable development**

*Sub-theme: Other Regional Identity & Sustainable Development projects*

Innovative methodologies for a sustainable management of marine biological resources (INNOMAR)

🌐 [www.hcmr.gr](http://www.hcmr.gr)

**Theme: Regional identity and sustainable development**

*Sub-theme: Cultural heritage and tourism*

Expert systems for managing and assessing high risks in natural landscape, environmental and historical heritage resources in Crete (EMERIC I & II)

🌐 [www.ims.forth.gr/joint\\_projects/emeric/emeric-gr.html](http://www.ims.forth.gr/joint_projects/emeric/emeric-gr.html)

**Theme: Regional identity and sustainable development**

*Sub-theme: Cultural heritage and tourism*

Conserving Cretan Diet (CONCRED)

🌐 [www.concred.gr](http://www.concred.gr)

**Theme: Regional identity and sustainable development**

*Sub-theme: Cultural heritage and tourism*

Rescue Cretan music traditions for next generations (MUSIC I & II)

🌐 [www.ims.forth.gr/ims/ethnomusicology/Rethymno\\_lyra-gr.html](http://www.ims.forth.gr/ims/ethnomusicology/Rethymno_lyra-gr.html)



## Nota Bene

Every care has been taken in the preparation of the Regional Innovation Excellence in Greece publication and the information is provided in good faith. Neither the European Commission and/or the Region of West Macedonia nor any person acting on their behalf is responsible for the use which might be made of the information contained in this publication. Any information given does not necessarily reflect the official position of the European Commission and/or the Region of West Macedonia. In this regard, it should be noted that the information provided is considered to be of a preliminary nature and users should contact the competent authorities and other public or private organisations for more detailed information or for advice on particular courses of action.

To improve the content of this document, programme managers and project coordinators are requested to inform **Mr. Yiannis Fallas** (K-Clusters Project Manager, Region of Western Macedonia) of any update or modification of the information presented herein.

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## Epilogue

In the 2000-2006 financial perspectives programming period, the regional programmes of innovative actions have been introduced as a regional policy experiment with a simplified management and no-zoning approach for all EU-15 Member States in order to build and improve their competitiveness and innovation capacity. The programmes added a new bottom-up regional dimension to the traditional top-down central government policy formulation.

The publication *Regional Innovation Excellence in Greece*, takes a closer look at the first generation of the Greek regional programmes of innovative actions. Built on the preliminary experiences of the 13 programmes, it describes briefly and statistically analyses the Greek vis-à-vis the other EU-15 programmes. Furthermore, the book highlights the historical steps in regional innovation strategies making.

This book shows the regional policy shift from one-off single-actor projects to strategic cluster programmes. Depending on its unique physical and intangible assets, each region needs to brand her glocal (global and local) image. I hope that this book will help policy makers and other regional innovation policy practitioners to make choices in a more informed way in order to become more competitive.

Vasileios Kotoulas

Director of the 3rd R.O.P. Management Authority  
in the Region of West Macedonia



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in Greece

